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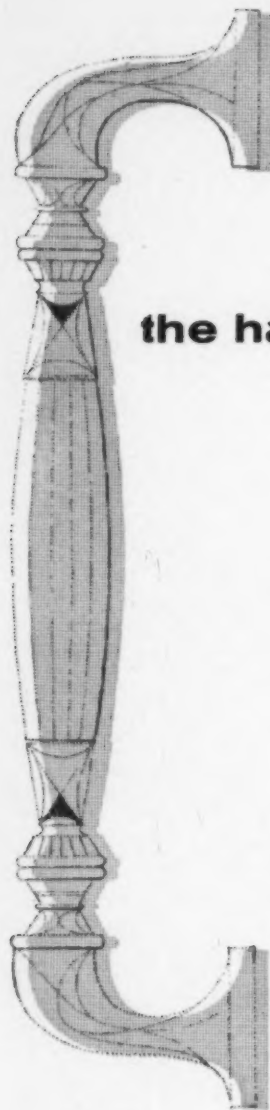


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See page 77

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Unlimited growth in paper markets

WHICH ARE THE COUNTRIES TO WATCH?

AUSTRALIA EXPECTS "50% increase in next 10 years!"



*Mr. Ray Z. de Ferranti,
Chairman of Reed Paper Products (Holdings) Ltd. says:*

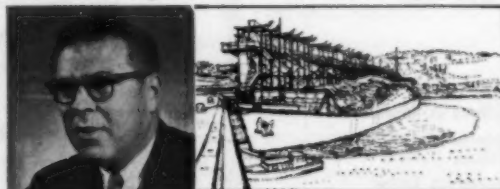
"Australia is a nation with an exploding population. About 7½ million in 1945, it has now reached 10½ million and, if present trends continue, in ten years' time will be nearly 13 million people. More than half of these will be under 30 years of age.

"To keep pace with the needs of this growing population, Australian manufacturing industry has spent more than £880 million on new equipment in the last 5 years.

"Growth has brought prosperity and high living standards. Australians have a personal disposable income of £352 compared with £293 in the United Kingdom.

"Figures tell only part of the story. There have been big changes in merchandising. The growth of Self Service Stores—they handle more than half of all grocery sales though they represent only 5 per cent of stores—has stimulated the presentation of consumer goods in colourful well designed packages. This has lifted paper sales. Australians are now using about 800,000 tons of paper and paper products a year. Over the next ten years consumption is expected to increase 40 to 50 per cent."

CANADIAN OUTLOOK "Huge market potential"



*Mr. Bill Soles, President of Anglo-Canadian
Pulp and Paper Mills, says:*

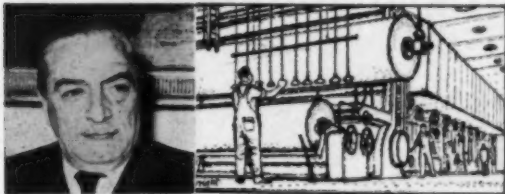
"Canada, supplying a strong and growing domestic market, is also the world's largest exporter of pulp and paper. It is, after the U.S.A., the second largest producer of these commodities. Abundant supplies of pulpwood and power, and proximity to the large U.S. market, have led to the development of an industry equipped with large modern plants and utilizing up-to-date techniques.

"In addition to a huge market potential in the highly developed economies of the North American continent, Canada is well placed to supply a major part of world requirements. This is particularly true of the Western hemisphere, where the Latin and South American markets are expected to mirror the vigorous growth experienced in Europe.

"In estimates recently prepared by the U.N. Food and Agriculture Organization, it is anticipated that demand will double in these areas in the 20-year period, from 1955 to 1975. In total volume the increase in North and Latin America will be twice that in Western Europe. Our Company (which is part of the Reed Paper Group) serves all these markets, and plans to participate in their growth to the fullest possible extent."

ITALY SAYS

"Demand may double by 1970"



Dr. Luigi Bruno, President of La Centrale Finanziaria Generale S.p.A. of Milan, Italy's leading finance corporation, says:

"In answer to the challenge of a market of 170 million people, brought about by the Common Market, Italian industrial output, although still at a lower level than that of the other member countries, is now making more rapid progress than the rest of 'The Six'.

"Largely because of the demand for industrial and consumer packaging, the Italian paper and board industry has been growing at the rate of about 12 per cent each year.

"The Italian today uses on average only 60 lb. of paper and paper products compared with the average for the rest of the Common Market of about 140 lb. This emphasises the vast potential for the Italian paper industry, mainly in connection with the industrialization of the South which will bring about a further improvement of the standards of life for people living in those areas—together with a widening of business opportunity.

"It is to meet this demand—that may well be doubled in ten years—that we have jointly established SICAR with the Reed Paper Group to create a vertically integrated packaging organization."



"NEARLY £30 MILLION

INVESTED OVERSEAS—SO FAR"

says Mr. Philip G. Walker, Managing Director of the Reed Paper Group.

"The Reed Group is already anticipating a surge in demand for paper, board and packaging products over the next ten years as forecast by our experts—for instance 50% in Australia, 25% in Canada and 100% in Italy.

"In Australia we are one of the leading makers of packaging products.

"Anglo-Canadian Pulp and Paper Mills Limited, valued at \$65 million (approximately £24 million), is one of the largest pulp and paper manufacturers in Canada, most of its products being exported to the U.S.A.

"In Italy we are in partnership with La Centrale one of Italy's most progressive organisations. There, in addition to our paper and board converting activities, we are building a £5 million carton board mill.

"With our partners Sande Tresliperi A/S in Norway we are already well advanced in the construction of a £2½ million pulp and paper mill for the production of corrugating material.

"In our overseas partnerships, we add our technical, research and production experience, to our associates' invaluable knowledge of local markets.

"All these overseas interests apart from their own intrinsic value, give the Reed Paper Group a basis on which to grow in each of the main trading areas of the Free World—the Dollar Market, the Commonwealth, the Common Market and the European Free Trade Area.

"They represent so far a total overseas investment approaching £30 million."

BRITAIN STATES

"Britain's prospects are bright"



Mr. Hector G. Paul, Chief Executive and Director of the Paper and Board Division of the Reed Paper Group, comments:

"Last year, on average, each of Britain's 52 million people used two cwt. of paper products. Demand today for paper and board is 96 per cent higher than 10 years ago. This rate of increase will be maintained and indicates a bright future.

"Last year the output of the British paper industry increased by 11 per cent as against only marginal rises in other industries. Increased demand for packaging by the clothing and food industries more than offset the temporary fall in demand by others—such as domestic electrical appliances.

"We are still a long way behind the U.S.A. average consumption of paper of nearly four cwt. per head—and this underlines the enormous potential in the U.K.

"The growth factors are tremendous. Even more paper is needed for commerce, industry and publications of all kinds. New packaging techniques are being developed, and the growing versatility of paper products ensures that this trend will continue in the coming years."

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Production slows as stocks run down

Industrial output has not been expanding as rapidly as had been hoped. But this is to be interpreted merely as a period of marking time, not as a sign of impending weakness. Almost all other indicators point to increasing economic activity and prosperity. The main reason behind the slow rise in production is that stocks built up during last year's recession are now being run down, and when these have reached normal levels there is every sign that output will recommence its upward trend. But in the slightly longer run, labour shortages could act as a real brake.

Brighter trade outlook

► Our balance of payments position is showing a very real improvement, and the long-term trend is now running strongly in the right direction.

► Gold reserves are still falling, but at a slower rate than previously. A position of balance should soon be reached.

► Labour reserves have been almost completely absorbed.

More machinery

► Industrial investment is switching from buildings to plant and machinery.

► Home supply of machine tools is failing to keep up with demand, and imports are rising sharply.

► House building is continuing at a high rate, but shortage of bricks is beginning to affect completions.

Buying spree

► Retail trade is booming, but savings are down.

► Wages are remarkably steady—for the time being.

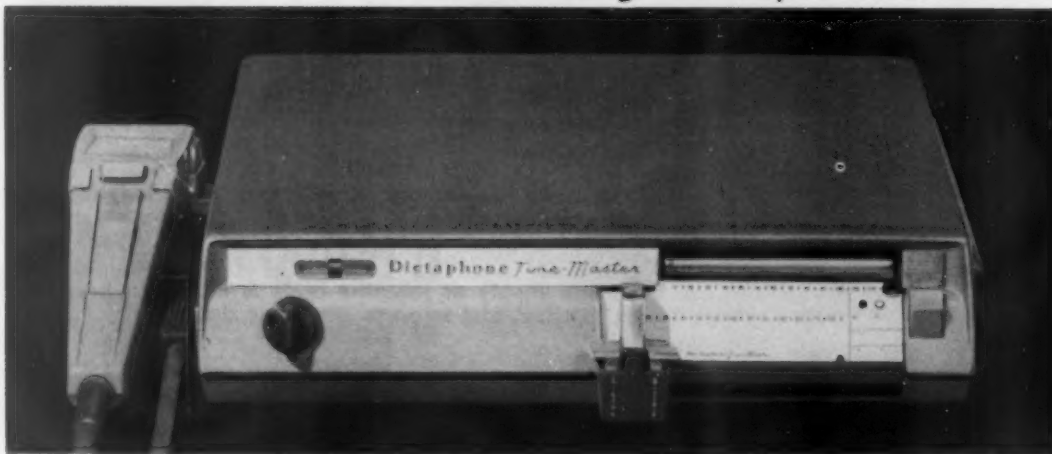
► Banks are lending more than ever.

► The H.P. debt is rising once again.

► Terms of trade are steady, but further improvement is expected.



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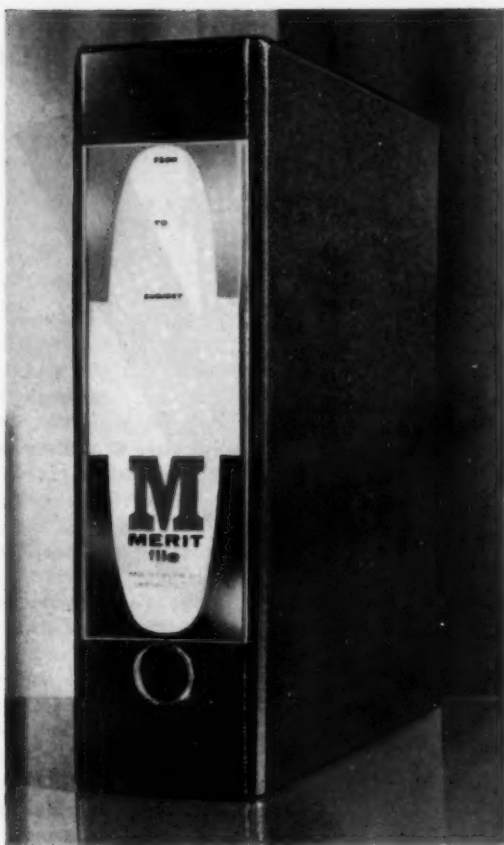
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Beer's Sparkling Future

Now back in record figures the beer output in March reached 2,531,000 bulk barrels, an indication that the upward trend in production—which has taken place over the past two years—shows no signs of wavering. The March output is the highest in that month for any year since the industry's bumper year of 1945. It is only the second time in over 30 years that this month's total has been exceeded.

Total production for the first quarter, at 6,132,000 barrels, is the highest total for the period since 1948, and 10.5 per cent more than in the first quarter of last year. If the performance of the first quarter is maintained, 1961 could be the best year since 1947, with the production of about 29 m. barrels.

Cheapness of the product and the modernization of public houses are, in the view of the industry, the two main factors which have been responsible for the sharp rise in demand. The policy of higher standards of comfort and improved amenities has provided public houses with a new lease of life in attracting more customers. Other reasons include the introduction of new beers, and the weather, which

so far this year has remained favourable to the industry.

Steel. With the object of ending the current home shortages and placing the industry in a more competitive position in terms of exports, the Steel Board anticipates a capital expenditure of about £700m. during the next four years.

Shipbuilding. The outlook for the industry is still very bleak and with orders at their lowest level for 15 years some yards are faced with the prospect of having no work on hand at all.

During the first quarter of this year the yards received orders for 61 ships totalling 131,000 gross tons, compared with orders for 53 ships totalling 196,000 tons in the

first quarter of 1960. At the end of April the order book stood at 430 ships of 3,080,000 tons gross with an estimated current value of £460 m.—at the present rate of output this represents about two years' work.

Office Equipment. The value of exports during March rose by approximately £300,000 over the figure for March, 1960, to £3,500,000. This brings the first quarter's total to the record level of £10,110,084.

Farm Machinery. During the first quarter of this year production was 2 per cent higher than in the corresponding quarter of last year. The most notable gain was the sale of combine harvesters which rose by almost 20 per cent.

Cement. Output in the first quarter of the year was at record levels and nearly 15 per cent higher than in the same period of 1960.

Textiles. Wholesale textile sales continued to rise in March with an increase of 9.5 per cent on the same month last year.

Commodities

Coffee. It is estimated that world production in 1961-62 will be around 4.4m. tons.

Sisal. In four years Kenya sisal production has risen from 39,636 tons to 62,620 tons.

Consumer goods

Clothing. Although last year's record demand is being maintained there are indications that manufacturers' output is dropping from the high level achieved in 1960.

Records. Home sales in February were 15 per cent higher than February 1960.

BUSINESS SHORT-TERM PRODUCTION FORECASTS

Consumer Goods

Production of consumer goods will continue to rise during June at the same rate of increase. Future outlook is good.

Capital Goods

Output of producers' goods will continue to rise in June at a slightly higher rate of increase. Outlook remains good.

A summary of the analysis will be supplied on request.

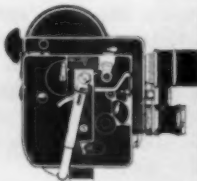
These forecasts are based upon the monthly analysis made by **BUSINESS** of orders received in contract engineering and contract design. The Editor wishes to thank members of the **ENGINEERING INDUSTRIES ASSOCIATION, FEDERATION OF ENGINEERING DESIGN CONSULTANTS,** and other design consultants for their co-operation.

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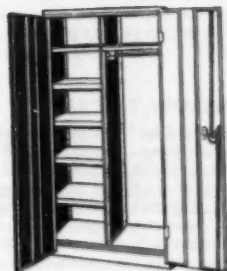
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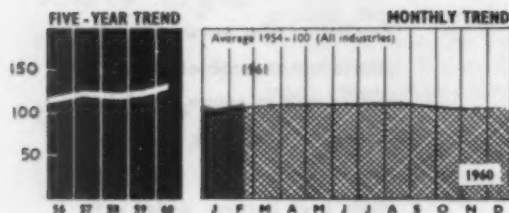
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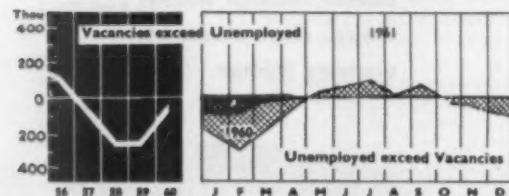


KEY INDICATORS



◀ INDUSTRIAL PRODUCTION

Industrial output has levelled out again. Although there is no sign of weakness in the present industrial outlook, production has not risen above the average for the last quarter of 1960. At 120, the index for March is the same as the previous month, and only one point above January. With both retail and consumer goods sales booming, the reason can only be a de-stocking tendency in industry, which must shortly come to an end.



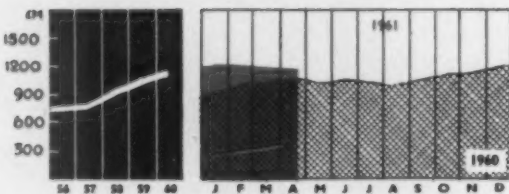
◀ EMPLOYMENT POSITION

The labour shortage has reached serious proportions again. In April the excess of unemployed over advertised vacancies was only just above 3,000 for the whole country. This gap has been narrowing rapidly since the beginning of the year (January, 137,000), and is one of the major reasons for the disappointingly slow rise in industrial production. Unemployment is currently falling at about the seasonal rate, but vacancies are increasing considerably faster than normal.



◀ TRADE GAP

Our balance of trade position is now showing a decided improvement. During April, the trade gap fell by a further £26m. to £36m. This is the fourth month in succession in which the visible, seasonally adjusted gap has narrowed. The long-term trend (excluding the effects of last autumn's dock strike) is now definitely running in the right direction. Imports are falling steadily, but exports remain a cause of anxiety.



◀ GOLD AND CONVERTIBLE RESERVES

The fall in gold reserves continues, but at a slower rate. In April the U.K.'s total reserves stood at £1,053m., £26m. less than the previous month. The March figure, however, was £62m. less than February. The most recent decline is swollen by a repayment of £5m. to E.P.U. Intervention of the European Central Banks and the Bank of England, following the revaluation of the D-Mark, has helped to minimize the drain on our reserves. Stability should soon be restored.

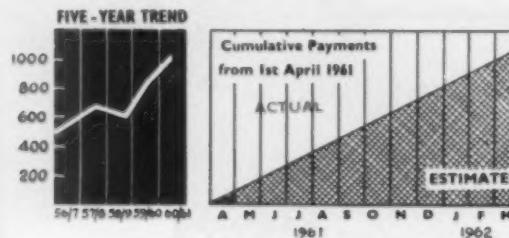
Industrial production has been steady at around the 120 mark for twelve months.

Unemployment, as a proportion of employees, was 1.5 per cent in April, compared with 1.8 a year ago.

Imports in April fell by £21m. to £354m. over the month.

Exports rose by £5m. to £306m.

GOVERNMENT SPENDING



◀ EXPENDITURE 'BELOW THE LINE'

Expenditure 'below the line' has started modestly in the current financial year. To the end of the first week in May the total was £58.6m., compared with an estimate for the year of £1,089m. Final figures for 1960-61 were £971m. expended in this category of Government spending, against an estimate of £1,054m. A large proportion of this year's estimate will be used as advances to nationalized industries, with some advances to private industry.

GUIDE TO THE CHARTS The charts showing Five Year Trends use mostly monthly or quarterly averages so that they are comparable with the charts alongside them showing the more recent trends. Details of the statistics used in the charts, and other related statistics, may be had on application.

CAPITAL SPENDING

FACTORY BUILDING APPROVALS ►

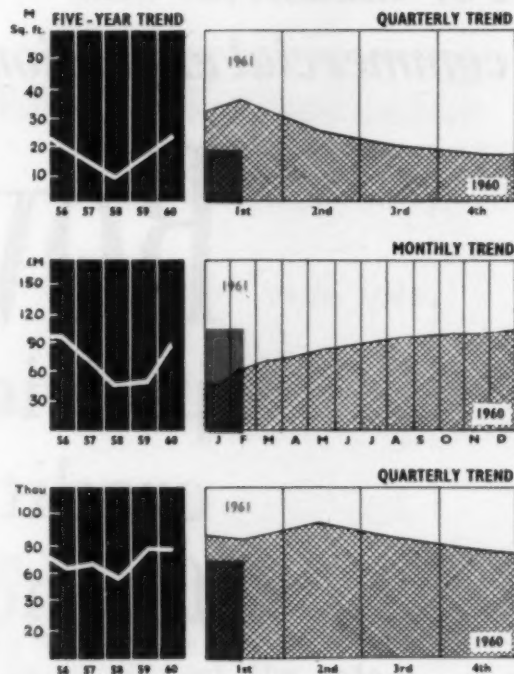
Factory building approvals fell slightly again in the first quarter of the year. The number of schemes approved in this period totalled 628, compared with 669 in the last quarter of 1960. Area covered totalled 17.4m. sq. ft., compared with 17.8m. sq. ft. The steady decline since the second quarter of last year suggests that the biggest contributors to the capital investment boom, steel and motors, have built their new plants and are now concentrating on the installation of plant and equipment.

MACHINE TOOL ORDERS ►

Imports of machine tools are rising sharply. This results from the intense pressure of demand on home manufacturers, and the industry's inability to keep pace. Although the flow of new orders is not quite as large as in the early part of last year, it is still outpacing home capacity. By the end of February the total order book was almost £110m., nearly twice as large as at the same time last year, and representing well over a year's work.

HOME BUILDING STARTS ►

House construction is rising again. During the first quarter of this year, 73,000 houses were commenced, compared with 72,000 in the last quarter of 1960. Shortage of bricks is again beginning to act as a brake on the building industry, despite a substantial increase in production in the last few months. Given that the building boom is certain to continue, an increase in brick producing capacity is imperative.



Factory building is now heaviest in the North West of England.
Machine tool orders are outstripping deliveries by some 30-40 per cent.
Brick deliveries are running at 5-6 months in many areas.

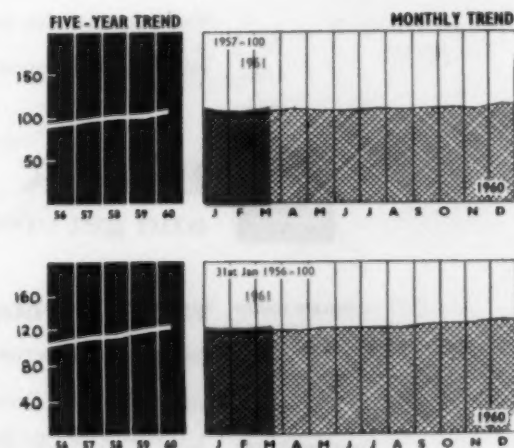
CONSUMER SPENDING

RETAIL SALES ►

Retail sales are now rising very steeply indeed. The provisional Board of Trade index for April was 116, compared with 115 in the previous month, and 112 in February. The recovery in consumer durables is under way again after a temporary halt, but this does not appear to be taking any trade away from other sectors. Clothing and footwear are doing as well as ever. Even allowing for the rise in incomes, consumers are spending more and saving less than in 1960.

WAGE RATES ►

Average wages are remaining remarkably steady. In March, the latest month for which complete figures are currently available, the Ministry of Labour's index of weekly wage rates was 123.9. This compares with 123.7 in the previous month and 123.4 in January. The actual average wage for manual work, based on a survey undertaken last October, is now £14 10s. 8d. But at least half the men in this category earn less than the national average.



Retail sales in March and April were 4.5 per cent up on the year.
Retail prices were about 2 per cent higher in April than a year earlier.

CREDIT AND PRICES, PAGE 17

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Members of the Finance Houses Association.

going somewhere sergeant?

"Yes sir. Top floor to drawing office with specification, urgent. Down to the labs with this lot. Drop two folders into Mr. Jackson's office. Pick up something from Mr. White in Sales for B. block. Into Accounts on the way with some stuff from the Post Room —after that call at"

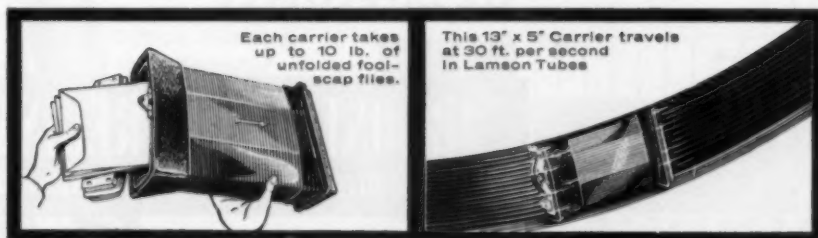
"Looks as though you'll be away from reception for some time, sergeant. The M.D. won't like that."

"Best part of an hour, sir, that's the way it is when you haven't got Lamson Tubes."

"Should I have Lamson Tubes?"

"I mean the office should have them, sir. All the best offices have Lamson Tubes for *instant* dispatch of documents to every department."

"Good idea sergeant. I'll see the M.D. about it."



Each carrier takes up to 10 lb. of unfolded foolscap files.

This 13" x 5" Carrier travels at 30 ft. per second in Lamson Tubes

LAMSON Tubes

Lamson Engineering Company Limited
Hythe Road • London • N.W.10
Telephone: Ladbroke 2424

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questions of CREDIT ...

reviewing **current** credit ratings of trade customers?

requiring **instant** credit checks on new accounts?

needing **advance** status details of likely customers?

questions of SALES ...

to **find** live businesses of known credit standing?

to **plan** mailings by area, town and credit rating?

to **check** correct names, addresses, business categories?

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CREDIT

STATE OF THE NATION 5

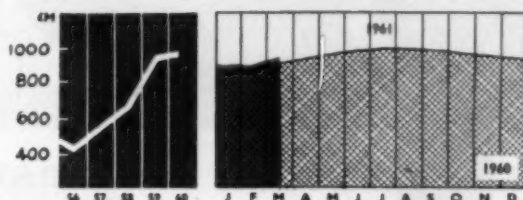
BANK ADVANCES ►

Bank advances are still rising strongly. By mid-April total loans by the 11 London clearing banks had reached £3,546m., an increase of £70.5m. over the previous month. Although advances are now firmly re-established on an upward trend, the latest rather heavy increase is partly the result of seasonal factors. Individual banks report widely different experiences in relation to the scale of borrowing during recent months.



HIRE PURCHASE DEBT ►

The long expected rise in the H.P. debt has now materialized. In March, the total debt stood at £934m., compared with £922m. in the previous month. This is the first increase in the debt since July of last year. The present increase is almost entirely due to higher car sales. H.P. sales by household goods shops were still falling during March. This may be as much due to finance houses being unwilling to advance credit as to public unwillingness to spend.



Average liquidity ratio of the banks in April was 32 per cent, compared with 30.4 per cent in March.

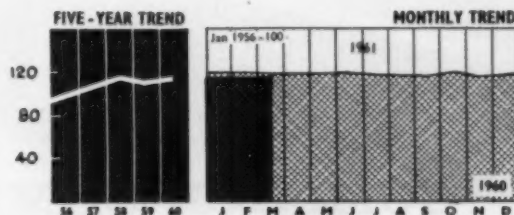
H.P. debt owed direct to finance houses was £622m. in March, £15m. up on the month.

Debt owed to household goods shops was down £3m. to £312m.

PRICES

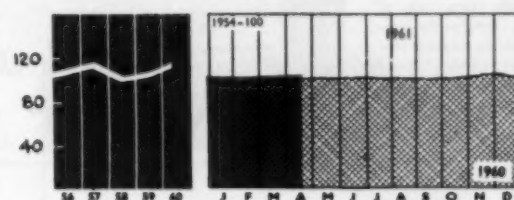
RETAIL PRICES ►

Retail prices are still more or less steady. In April the Ministry of Labour's index stood at 113, the same as for the previous month. Calculated to one decimal place, however, a small rise was recorded—113.3 compared with 112.7 in March. The main changes during the month were increases in local rates in most areas, and in the average prices of some food items.



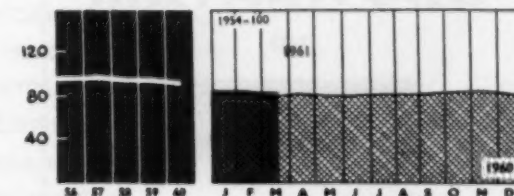
RAW MATERIAL PRICES ►

Basic material prices are showing signs of creeping up again. In April the Board of Trade's index rose to 101.2, compared with 100.8 in the previous month. This was the second monthly increase in succession following a slight but steady fall since last November. Nevertheless, no serious rise in raw material prices is expected in the foreseeable future, and the present increase may be no more than a seasonal variation.



TERMS OF TRADE ►

U.K. terms of trade, steady for the moment, show promise of further improvement. In March, the latest month for which complete trade figures are available, terms of trade were 87, the same as for the previous month. The import price index was maintained at 97, and the export index at 112. Nevertheless, export prices, particularly for manufactured goods, are thought to be creeping down—albeit very slowly—and a resumption in the recent improving trend of the terms of trade is to be expected.



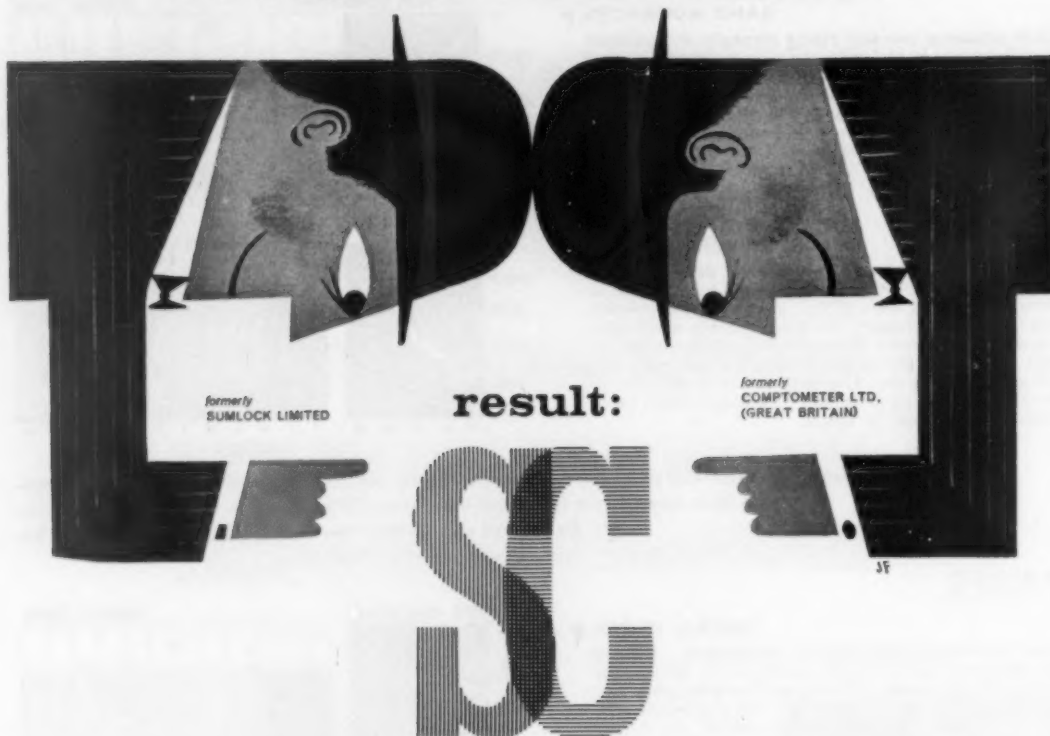
The Financial Times Index of Commodity Prices stands at 79.58, 3.21 points down on the year.

The index of tramp shipping freights reached 106.9 in April (1960 : 100).

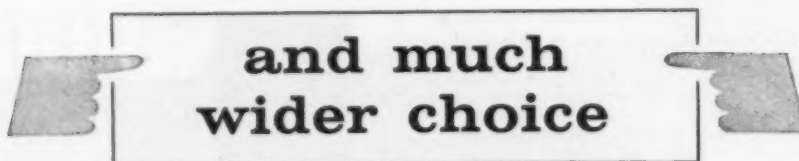
Tramp time charter rates in April stood at 113.7 (1960 : 100).

END

We've put our heads together



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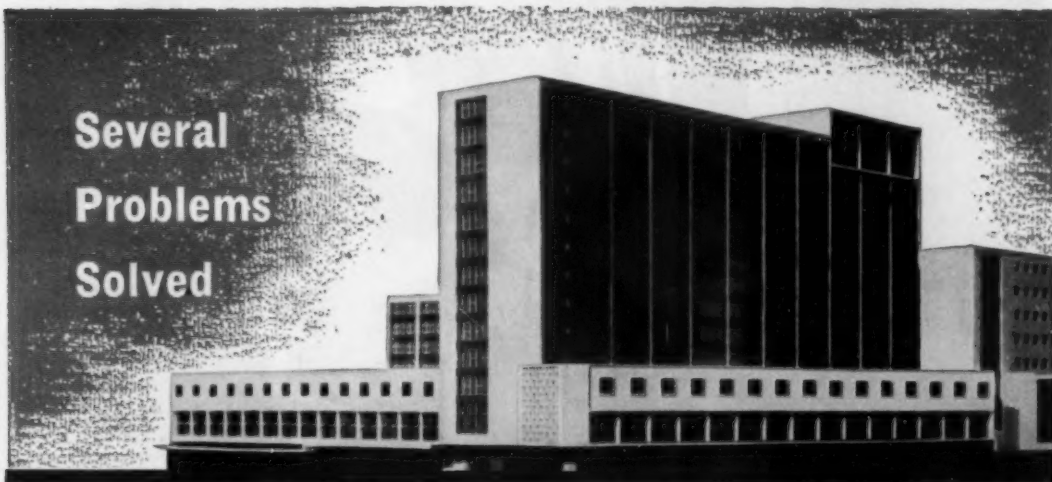


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- ★ PLUS ADDER
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Several Problems Solved



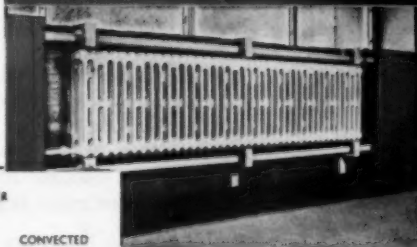
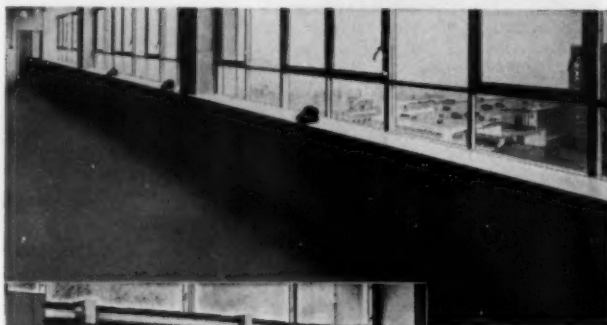
in Birmingham's Biggest Building

*The Big Top, New Street, Birmingham.
Architects: Messrs. Cotton, Ballard & Blow.
Heating Engineers: Couzens & Akers Ltd.*

The heating and service trunking system devised for The Big Top is of special interest to all concerned with the design, construction and equipment of new buildings.

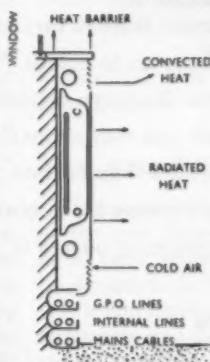
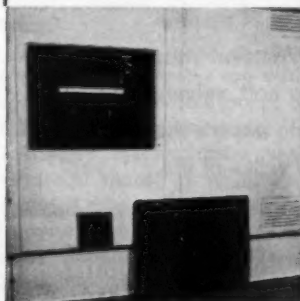
It provides both radiant and convected heating at low fuel cost. All telephone, lighting and power cables are completely concealed yet instantly accessible. Installation can keep pace with construction, thereby speeding up completion of curtain wall types of building.

The metal panelling and sill units for this important contract are typical of the work developed and produced by Harveys to architects' individual requirements.



The steel panels which conceal all radiators and electrical services are stove enamelled to the same high standard as Harvey Desks and Partitioning.

Heat is radiated through the metal panelling and sill units; louvres allow for circulation of convected heat.

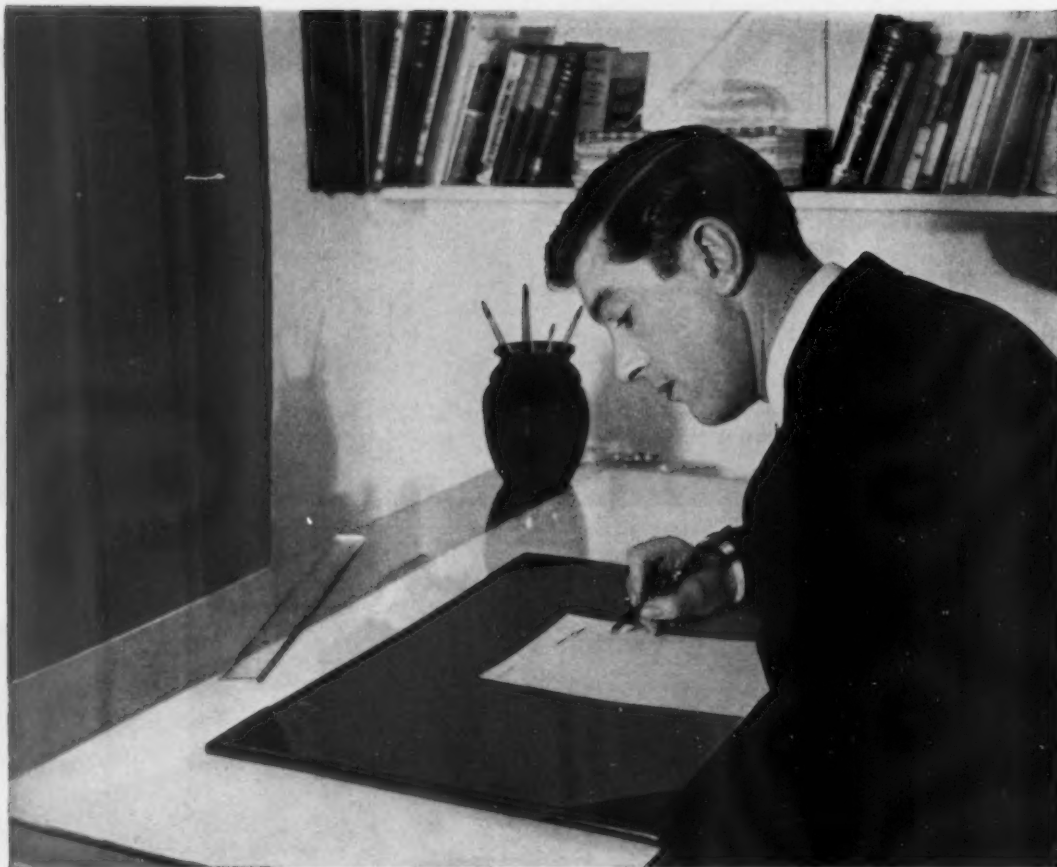


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REGD. TRADE MARK

BUSINESS

LETTERS

A free gift of advice with the package

May I offer a word of caution in respect of 'free office consultancy.'

It may be advisable to define the difference between—
consultants.

business systems technicians.
office equipment salesmen.

and what should be expected by a prospective client from these sources, whether free service or fee-earning.

Many management consultants operate from companies solely concerned with this activity, or alternatively operate as an individual group within a business equipment company. The main concern of the consultant is to increase efficiency within the client's business and consequently increase profitability.

Many consultants specialize in particular business phases, for example, production control, accountancy or sales. The cost involved in maintaining personnel of this calibre far outweighs the 'few hundred pounds' quoted in your columns and places this class entirely outside of 'free consultancy.'

The cost you quote as that of the advising company can well be applied to the second group, business systems technicians. They frequently operate under various titles and should by no means be accepted merely as individuals who 'pressure sell' clients into buying office equipment. In this instance the technician's services are usually offered free of charge, and will include free implementation of the system and product, but investigation is usually confined within the

perimeter of the specific field covered by the proposed equipment installation.

In the large office equipment companies the business system technician is usually a salesman of high qualifications, having a thorough knowledge of the equipment which he sells, and of the management problems it is designed to solve. It is frequently necessary in the application of recording and mechanized equipment for the business systems technician to design and produce the necessary records, and even develop procedures, allied to the specific equipment.

Regarding the office equipment salesman, this group is not necessarily expected to be technical in respect of either organization or methods.

The technical knowledge is usually applied directly to the product they are selling and ensuring that their equipment is installed correctly and utilized to the best advantage.

R. A. WILTSHIRE
1 Rose Hill Park West,
Sutton, Surrey.

Tax on advertising

There have been many references to the new Television Advertisement Duty which the Chancellor announced in the Budget.

It is correct that this is a tax on advertising and that all of the television companies will be adding it to their invoices. Unfortunately, most references to the tax have failed to point out that A.B.C. Television, whose transmissions

cover the Midlands and Northern stations, have introduced a special invoice discount of five per cent on all advertisements transmitted from May 1, 1961.

At least three other television companies have added discounts of one sort or another to their rate cards since the Television Advertisement Duty was announced.

GEORGE A. COOPER
Director

A.B.C. Television Ltd.,
1 Hanover Square, W.1.

Where to find a salesman

We have a requirement for a sales representative of an extremely high calibre and would appreciate your advice on where we should look.

Thus, what we would like is a list of organizations who, having trained our potential candidate, would keep some form of register and who would locate him for us.

F. W. DAVIES
Director

Blakes Paints Ltd.,
Harbour Road, Gosport.

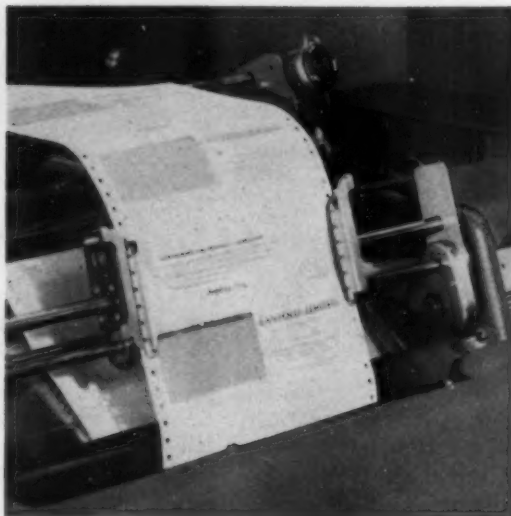
Two correspondence schools, *The Metropolitan College*, 30 Queen Victoria Street, London, E.C.4 (City 6874), and *International Correspondence Schools Ltd.*, 40 Parkgate, London, S.W.11 (Battersea 1144), run correspondence courses in selling techniques and would no doubt keep a register of their graduates.

The United Kingdom Commercial Travellers Association, 180 Tottenham Court Road, London, W.1 (Langham 3908) take an interest in the available courses and could no doubt recommend particular training organizations to members requiring the type of job offered.

The Tack Training Organization at 1-5 Longmore Street, London, S.W.1 (Victoria 5001) runs an intensive short full-time course, and is well known in its field. EDITOR

A system for preparing address stencils simultaneously with business forms.

ELIMINATE LABELS WITH WEBER TAB-ON STENCILS



This new Tab-on system is extremely simple in operation. Forms are supplied with a stencil "tabbed on" in position over the address panel and addressing the business form simultaneously cuts the stencil. When the goods are ready for despatch the stencil is removed and quickly slipped into a small hand printer. The cartons to be addressed or marked are "touch stencilled" with a swift, easy one-hand motion. The imprint dries immediately, it is clean and sharp and will not smudge, fade or rub-off and is unaffected by moisture.

Tab-on stencils are available with all types of business forms.



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Please send particulars of the Weber Tab-on system.

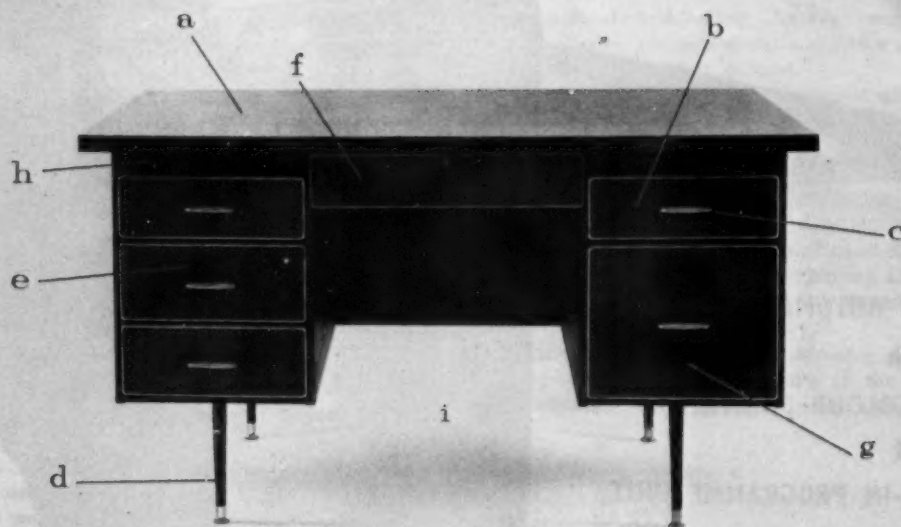
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City Sales Office: 74-75 Watling Street London EC4 City 3781

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PRESIDENT

a new
desk
that
believes
in
colour
and
convenience



This is one of the executive desks from the new President range. Some of its main features are set out below. There are other desks to match it and chairs to match them all. Delivery?—prompt. Prices?—a good deal lower than you'd expect for furniture as well designed, as well made, as colourful and convenient as this.

a Top surfaced in newest laminated materials—indistinguishable from beautifully polished woodgrain but much longer lasting, scratch and heat resistant, doesn't show burn marks, cleans at a wipe. **b** Exterior covered in PVC leathercloth—dark blue, deep red and many others. **c** Satin brass handles and brass trimmings throughout. **d** Tapered enamelled-steel legs with self-aligning tilt glides. **e** Mahogany drawers running the full length of the desk. **f** The centre drawer, when locked, locks all the others; a new and simple President system. **g** Deep drawer, mounted on steel ball bearings, takes any standard suspension filing. **h** Pull-out trays on each side; right hand side with 'tidy tray'. **i** Plenty of leg room.

WRITE 'PRESIDENT' ON YOUR LETTER HEADING AND WE WILL SEND YOU FULL DETAILS

F. G. STABILITY LTD., PORTERS WOOD, VALLEY ROAD, ST. ALBANS, HERTS. ST. ALBANS 50669



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British salesmen are awful

MOST ARE ASHAMED OF THEIR JOBS

"With few exceptions, British salesmen are among the worst in the world. They are untrained, inefficient and badly organized, and the sales methods employed by the majority of companies are based upon the 'take it or leave it' attitude which dominated British industry a century ago."

This is the considered opinion of **Anthony Jeffries**, managing director of Commercial Selection, a London

by **Paul Mackenzie**

sales consultancy, based on a census of more than 1,500 leading British companies.

Unless there is a rapid and radical improvement, Mr. Jeffries foresees a catastrophic deterioration in our overseas trading position, and a consequent decline in our balance of payments "which will make everything in the past seem insignificant."

The census reveals that more than 90 per cent of British salesmen have never undergone any formal training in their craft, more than 50 per cent leave salesmanship within a year of accepting their first appointment, less than 5 per cent speak a second language, and less than half per cent have a technical or university background.

The main need, according to Mr. Jeffries, is to attract science graduates into selling. "At the moment millions of pounds worth of export orders are lost to the engineering and electrical industries because salesmen lack a scientific training. A science graduate would be able to discuss sales problems in technical terms; he could reach

decisions on the spot without having to refer back to headquarters. Too often orders are lost to our export salesmen because they have to refer back for further technical information.

"A salesman has the loneliest job in industry," continued Mr. Jeffries. "If he is untrained then his inability to get business leads to a complete lack of confidence in himself. Within months he is looking for another job. Those few firms which give their salesmen a professional training—chief among them are food companies

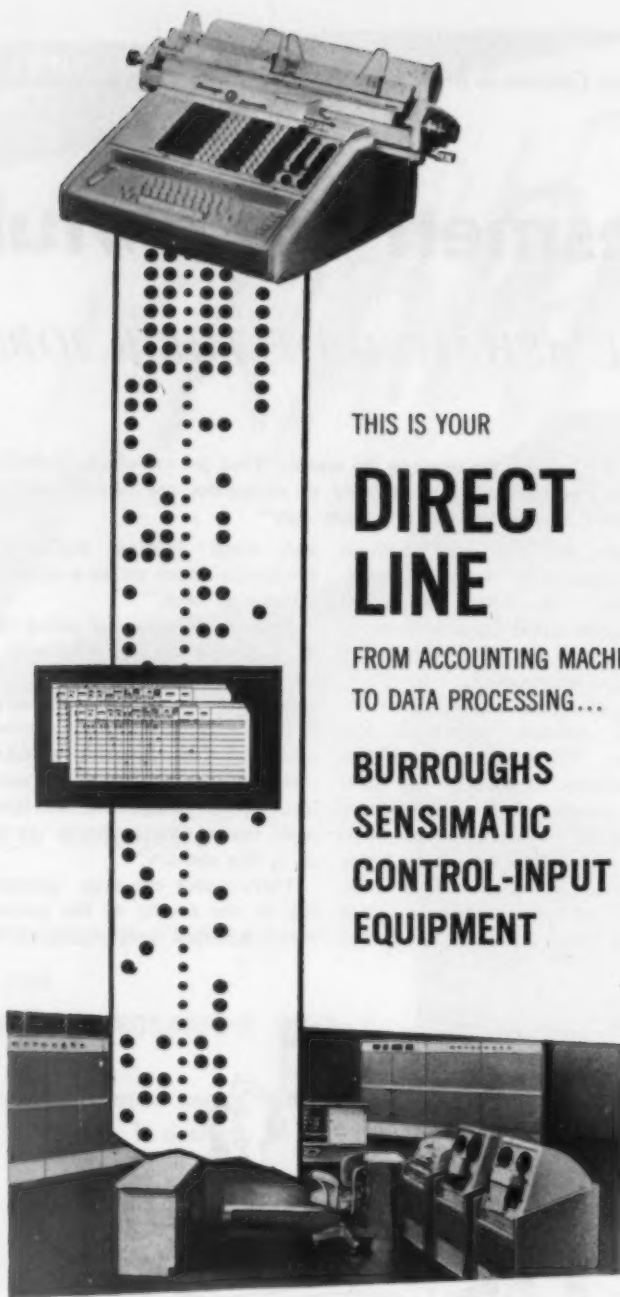
and some leading engineering companies—have shown a constant increase in sales."

Rewards of successful selling can be high. A trained man with a sound technical background could easily earn an income in excess of £3,000 a year, in Mr. Jeffries' opinion. "In America a salesman's income is often at the same level as top management, and there is no reason why it should not be so in this country."

There is only one snag. According to the results of the census, many salesmen seem ashamed of



"The senior partner is preparing an appeal on your case now, Mr. Gochros."



THIS IS YOUR

DIRECT LINE

FROM ACCOUNTING MACHINE
TO DATA PROCESSING...

BURROUGHS SENSIMATIC CONTROL-INPUT EQUIPMENT

Produces records as it punches card or tape

Burroughs Sensimatic Control-Input Equipment permits the input problem to be tackled at its source, i.e. the department or branch where the original media is first processed. Here, punching of Numerical or Alpha Numerical data may be undertaken with equal facility by the Burroughs Sensimatic Accounting Machine in one operation.

The machine is so simple that anyone can use it without special training.

The moving, electrically-operated carriage permits the production of one or more records at the same time as card or tape punching is taking place. An automatic line proof of accuracy of the accounting information punched is obtained, and up to eighteen twelve-digit control totals are accumulated and printed.

Accurately punched cards or tape can be sent to the data-processing department with a legibly printed record. Documents for despatch to customers are immediately available and the originating department retains its own vital historical record together with the original media.

see **Burroughs** first

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BUSINESS

their occupation. This would appear to be the essential jumping-off point for professional training.

Trade and be damned

Let's stop looking over our shoulders at Washington and Bonn when considering trade relations with East Germany, says **Dr. J. W. Bondi**, export director of Hawker Siddeley.

"There are good prospects for future trade with East Germany, but up to now it has been artificially restrained by both countries. The British have been the more responsible for this slow development."

Our coyness, he believes, is the result of our fear of offending Americans and the West Germans. "But this is unnecessary. We are getting in now ahead of the West Germans, so let's keep it up."

More teeth for monopoly busters

So long as businessmen prefer the security of restriction to the rigours and uncertainty of competition, it must be the task of the State to ensure that the competitive element is kept alive in business life.

This is the conclusion of **John Heath's** 'Not enough Competition?', published by the Institute of Economic Affairs. Mr. Heath believes that the Monopolies Commission must be given more teeth. He would particularly like to see a special committee which would investigate what happens after a restrictive agreement has been officially abandoned. Lapsed agreements are not always dead ones, he thinks.

But while it is still too early to say how competition will be affected when all agreements have been dealt with, he suggests that their removal has, in many cases,

led to lower prices and has resulted in a greater degree of competition.

Individual resale price maintenance, at present outside the Commission's terms of reference, he would like to see brought within it.

But in the long run he believes that competition can best be fostered by creating a climate of opinion favourable to innovation and technical progress, by reducing tariffs, by tax concessions aimed to encourage the growth of small and medium-sized firms, and last, but by no means least, by the deliberate encouragement of individualism and non-conformity.

Guaranteed for life?

In Nottingham recently, I had a remarkable experience of a guarantee that really worked. On trying to drive away from my hotel in the morning, I found my car battery was useless.

Directed by an A.A. man to the nearest Exide dealer, I told the sorry story. Tests showed, in this six-months-old battery, that not a single cell was operating correctly. The dealer confirmed the date of issue by a glance at a cabalistic sign, whipped out the battery, and returned in a moment with a brand new replacement. Within 10 minutes of making my complaint I was on the road again.

Then I had an intriguing thought: If I had a succession of faulty batteries that packed up before the expiry of the guarantee—could I go for the rest of my life without ever buying another?

H.R.H. requests the pleasure . . .

The U.K. Committee of the **Duke of Edinburgh's** Second Study Conference, with a target of 100 nominations from all sections of industry, have so far received 15

names, I am told by **Sir Miles Thomas**, chairman of the public relations committee.

"Nominations close by the end of June," said Sir Miles. "We have still to hear from the big employers' organizations, and 50 names are expected from the trades unions."

Lord Fleck, chairman, and the seven members of the U.K. Committee will study the list and reduce it finally to 40 names by October.

Purpose of the conference, which opens at Montreal next May, is to discuss the human problems of industrial communities within the Commonwealth. About 300 people will take part.

The first conference was held at Oxford in 1956.

Profits up in smoke

Cremation is an up and coming business. In 1959 the determined attempt of a leading tobacco company to acquire control of Golders Green Crematorium hit the financial headlines. Now **Percy Jones**, secretary of the Cremation Society, tells me that cremation is making amazing advances compared with burial as the most popular form of final ceremony.

In 1953 cremation was used in 20 per cent of cases. By last year it was approaching 35 per cent. In 1960, 190,000 cremations took place, and there are now 148 crematoriums up and down the country.

Admittedly in this country disposing of the Loved One's remains has not yet become the big business that it is in the States, but the publicity-conscious Cremation Society makes a shrewd economic appeal to executors when it points out that cremation is a lot cheaper. No plots, no granite headstones—and no grave to be kept up with the Jones's.

END



This gadget saved a whole factory

This A.F.A. automatic fire detector, fitted years ago in an industrial client's storeroom and almost forgotten, dramatically came to life one night last month. It detected a small fire, called the Brigade automatically and probably saved the entire factory! A.F.A. protects hundreds of buildings and stops over fifty such fires every year. Please post the coupon below, or ring us at Larkswood 8373 or at our branch at Bristol (47898), Birmingham (Midland 5269), Edinburgh (Caledonian 5800), Glasgow (Douglas 1690), Harrogate (5262), Leicester (66990), Liverpool (Central 9653), or Manchester (Moss Side 4647).



AUTOMATIC FIRE DETECTION

To: ASSOCIATED FIRE ALARMS LTD.,
CLAREMONT ROAD, LONDON, E.17

Please send me full details of the A.F.A.
automatic fire detector system.

Name _____

Address _____

Keeping a clear head

When the Phonotas telephone cleaning and disinfecting service decided to restyle the nigger-brown outfits of their 1,100 girls, they did a random survey among them to get their views. As a result, the new uniform has a lighter collar trimmed with beige, slanted pockets and a full skirt, and has a plastic leather belt.

One unexpected point shown in the survey was the modern woman's apathy towards hats. Over 62 per cent of those questioned said they never wore a hat under any circumstances. But there is a beret for those who want it.

Learning the language of sales

Several members of International Synthetic Rubber, Hythe, did overtime at the plant last month—learning to speak Russian. They were preparing to serve on a stand which the company was putting up for one month at the British Trade Fair in Moscow.

Two people on the stand spoke fluent Russian, but the other ten members of the staff making the trip did not want to be at a loss for words.

Something approaching 10cwt. of literature was prepared in Russian for distribution at the fair.

No department store can maintain its competitive position unless it is prepared to extend its premises to keep pace with the growth of trade and equip them with the most modern methods of selling and display.

That is the opinion of Gerald Bentall, chairman and managing director of Bentalls, who recently completed a big expansion programme in their Kingston upon Thames branch. Conveyors are used whenever possible. The bulk of the smaller items of merchandize are taken straight from the vans in the receiving bank to the checking and mark-off section by means of a retractable roller conveyor and continuous swing tray elevator. Larger items are taken by a huge two-ton lift to other marking-off sections.

Another roller and slat conveyor, travelling at 45 feet a minute takes food from the vans to the food stockroom. There the assistants compile customers' orders in two-tier baskets on wheels. When an order is completed it is sent upon a swing tray conveyor to the despatch department. Travelling at 30 feet a minute, this conveyor also replenishes stocks in the food hall.

Wine is brought from the temperature controlled cellars to the wine department on a slat conveyor. Since the despatch department is near at hand orders are handled with ease. As if to make sure that everything that can roll does so, the mobile stock shelves in the ladies' shoes stockroom move smoothly on rails. This increases storage space by 50 per cent.

But intending customers need not be perturbed by the thought of all this well-oiled motion. The premises themselves have solid foundations and are unlikely to slide away from under the feet.

MANAGEMENT AT WORK

A store that runs on rollers and wheels

Loading aircraft by computer

Airlines have to know, for each passenger, weight of baggage and where it is to be loaded in the aircraft. Knowing the number of passengers and their baggage gives an over-all picture of the total load and its distribution. And if this information is available in time, the airline can use spare capacity by carrying revenue-earning freight and mail.

But for this information to be of any value it must be speedily available. So the first computer system in the world for aircraft load control and passenger check-in has been installed for Scandinavian Airlines System by Standard Telephones and Cables at Kastrup airport, Copenhagen.

The computer collects check-in data from all counters, totals it to provide the information for compiling load sheets, and prints out load sheets, load messages, and so on for each destination of every flight.

The equipment consists of the Stantec Zebra computer connected to push-button keysets at the check-in counters, and master sets at a load control centre.

Putting a smile on the company face

Too many firms live in a vacuum. They hardly seem to bother about what the public may think of them, forgetting that the 'public' are potential customers and employees, and can also influence a company's future in many other ways.

George MacLellan and Co., industrial rubber manufacturers, Glasgow, are the latest of several companies

solve your packing problems
through
British Railways Collico Service



the economical hire service
providing a wide range of robust
collapsible packing cases

- carriage is charged only on weight of contents
—the empty cases are returned free
- the cost of packing materials, packing time
and labour is substantially reduced
- warehouse space is saved
- insurance premiums are lowered

BRITISH RAILWAYS

further information will gladly be supplied by your local Stationmaster
or Goods Agent or by Collico Limited, London Scottish House
London Road, Barking, Essex. telephone: Rippleway 4641

who recently have found time to put a bright face on things by issuing a leaflet which, apart from telling all visitors that they are welcome whether they come to buy or sell, lists the names of staff who can help them.

The welcome is signed by the two joint managing directors. "Unfortunately, we cannot buy from everyone," they say, "but we will give you the same considerate hearing that we hope our own salesmen will receive. Your time is just as valuable as ours. A telephone call will make certain that we meet you."

Market research opens the way for exports

In 15 years, **Oldham and Son**, makers of batteries, Manchester, have built up an export trade with over 90 countries, as well as a commonwealth of subsidiary companies in France, South Africa, Central Africa, India and Australia, which today contributes 60 per cent of the group's total revenue.

Listen to the chairman, John Oldham, describe the rules and principles by which the job was done:—

"I am often asked whether, by the same methods other companies could enter such markets today. My answer is 'Yes—it can be done.' Conditions have of course become more competitive, but the markets and the opportunities are still there for those who have the right products and, just as essential, the right outlook and attitude of mind.

"We first decided upon an intensive—and expensive sales research programme. . . . Specially chosen men, with extensive experience of world markets, were selected for a research programme which covered a period of three years."

The survey showed that there was a market for the company's products. It also showed that "we had to divide the exercise into two parts—the first being direct exports, and the second the establishment of manufacture overseas. . . . Direct exports were more attractive for obvious reasons, but . . . we had to establish overseas factories, to preserve our trade in some markets."

During the formative period, the company began to export through agents, whose services are still employed in certain areas. "I would like to emphasize that it is not enough just to sit back at home and leave the business entirely to the agent. It is absolutely essential to maintain personal contact by visits from the principals at home, so that the overseas customer can see that the exporter is taking an interest in his goods right down the line. . . .

"One must identify any overseas subsidiary company or factory completely with the country in which one intends to set it up. It is no use settling down in another country, and trying to run the business entirely to British rules." Again Mr. Oldham



-SILENTLY

at less cost than ever before

In one room, or every room, the new TEMKON, floor-mounted, room air conditioner, silently, unobtrusively, keeps air cool and fresh, maintains the staff at peak efficiency all day.

With a Temkon air conditioner in every room the cost is still 30% to 50% less than that of a central installation.

- It's the World's quietest room air conditioner
- Unobtrusive slim-line construction and a du-tone finish ensure that it will blend with any office decor
- —And this unit heats as well

TEMKON

FLOOR MOUNTED ROOM AIR CONDITIONER

TEMPERATURE LIMITED

BURLINGTON ROAD, LONDON, S.W.6 PHONE RENOWN 5813.
Makers of the World's quietest room air conditioner.

Please send details of the new TEMKON floor mounted room air conditioner.

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POSITION _____ COMPANY _____
ADDRESS _____

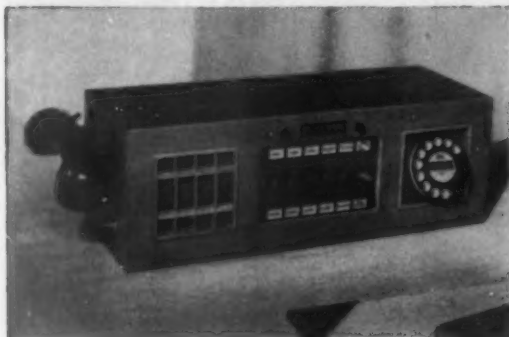
P.5825 G.



By appointment to
Her Majesty the Queen
Suppliers of Dictograph Telephones

Dictomatic is unique

It combines two systems in one to create perfect internal communication for the larger or rapidly expanding organisation.



The people you call most frequently you contact direct, at the flick of a key and enjoy all the famous Dictograph advantages of amplified loudspeaking, privacy of conversation, priority of call and illuminated indication of caller and called. All other instruments on the system are reached through a superior dialling system. As the most frequently used connections are made by direct-key contact, the bottleneck at the switchboard—an inherent disability of ordinary automatic systems—is avoided.

Ask for the Dictomatic Booklet, it explains in detail the time saving advantages that this system provides.

Enquiries are invited for Internal Telephone Systems of any size, Staff Location, Industrial Music, Audible Time Signals, Office Clock Systems, Master Clock Controlled Time and Record Systems, Watchman Patrol Equipment, Fire Alarm, Pocket Paging.

DICTOGRAPH TELEPHONES LTD.
Abbey House, Westminster, London, S.W.1.
ABBey 5572-6

26 Dictograph Offices throughout the British Isles.

emphasized the importance of personal contact not only by top executives—but right through to foreman level. "I spend 25 per cent of my own time overseas each year, visiting the company's subsidiaries and overseas markets, and I find it to be very pleasurable, stimulating and enlightening."

Introducing a new class of worker

How can a company reward employees of long standing for loyalty and good work? **British Extracting Company**, Bromborough Port, think they have gone some way towards solving the problem. They recently introduced a completely new method of staff grading into the structure of works conditions and payment known as 'established grade.' It is designed to improve status and security for employees whose skills qualify them for special recognition.

Eligibility is decided by a points allocation. Length of service, with five years as the minimum qualifying period, is taken as the main factor with points allotted for each year of service. Additional points are awarded according to the value of the job undertaken, based on the system of job evaluation which operates throughout Unilever. Fifteen years' service counts as full qualification. Assistant supervisors are eligible on appointment.

Each member of the established grade is guaranteed an annual minimum rate, paid weekly or monthly as desired. He also has improved pension rights and is no longer required to clock on. Termination of employment is subject to notice of one month instead of one week.

Workers build their own factory

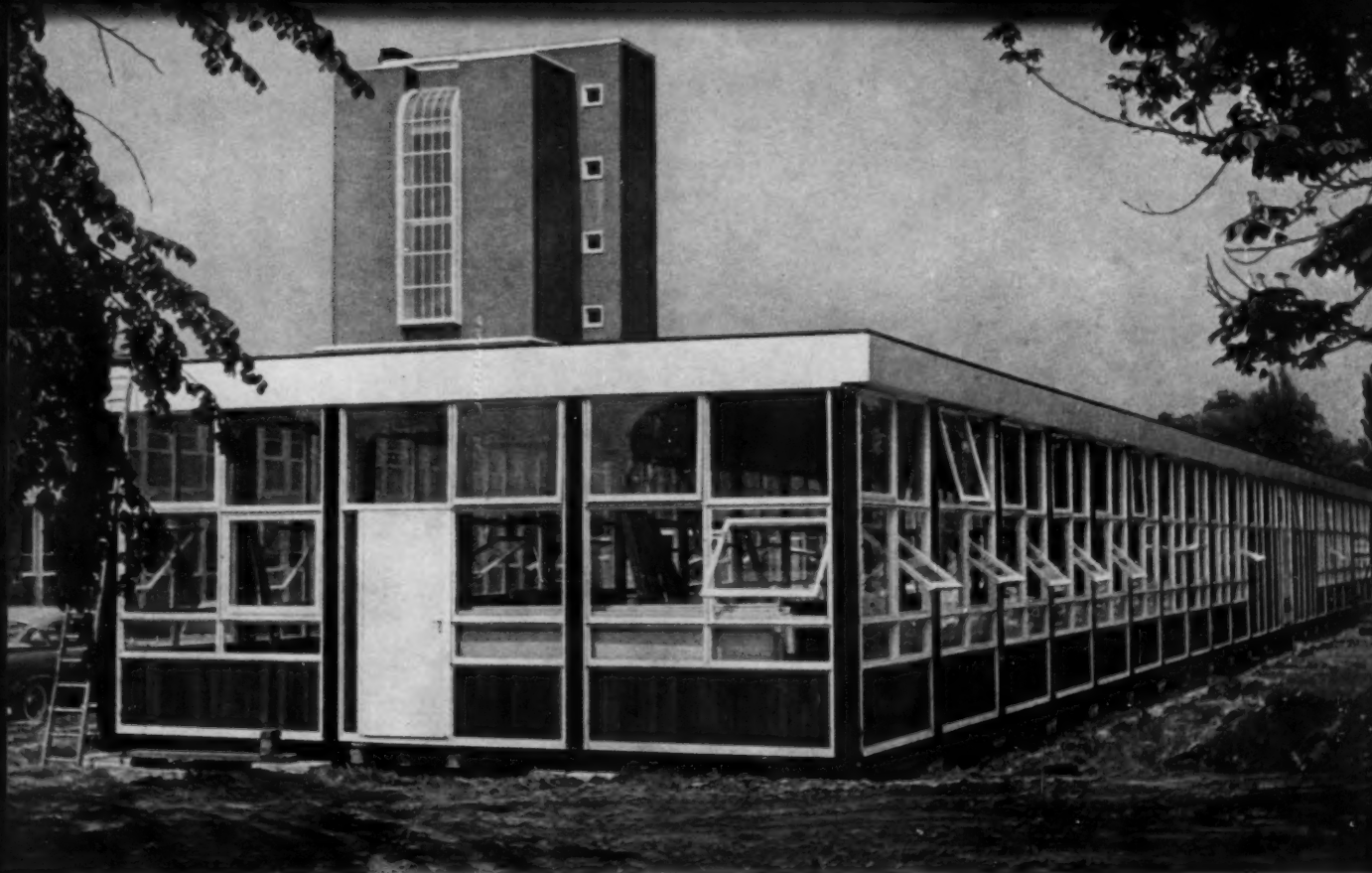
A new factory built almost entirely by their own staff, with a £90,000 Government loan towards the cost—that is the achievement of **Rotary Hoes**, West Horndon, Essex.

When the company wanted to expand their production facilities in 1959 they were baulked by Green Belt restrictions. Eventually, partly on Ministry of Labour recommendations, they decided to move to the small Norfolk town of Harleston.

One of the major problems was the need to train employees, brought up in a mainly rural area, in engineering processes. Within 12 months of starting to build, welders, machine operators and other skilled employees are now turning out parts for Rotary Hoes machines.

While the factory building itself was erected by the company's own staff, the design of the production line and training of the staff was carried out under the

continued on page 36



This building was erected for the Nuclear Power Group at Knutford in three days. It comprises 22 Terrapin Pack Units and has a floor area of 4,400 sq. ft.

YOUR NEW BUILDING COMPLETED READY FOR USE AT THE RATE OF 1,000 SQUARE FEET PER DAY

95% FACTORY BUILT — Terrapin buildings are constructed from high quality materials under closely controlled manufacturing conditions. Each Terrapin "Building Unit" (the basis of all Terrapin construction) is completely finished in the factory including interior and exterior decoration, glazing, roof coverings, floor coverings and electric lighting installation.

A BETTER BUILDING QUICKER — Transported to the building site in folded condition Terrapin "pack units" can be erected to form complete buildings of almost any shape

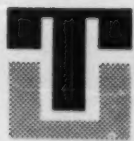
or size faster than any other known system of construction. **A QUALITY PRODUCT** — High standards of workmanship and materials are the hallmarks of Terrapin buildings. Rigorously tested and inspected during manufacture they are by sheer quality and performance in daily increasing demand.

MOBILITY — As quick and easy to dismantle as to erect, Terrapin "Pack Buildings" can be moved when you like—where you like—and as often as you like—speedily and economically.

Write now for more information on how Terrapins can help with your particular accommodation problem.

20 PAGE COLOUR BROCHURE AVAILABLE ON REQUEST

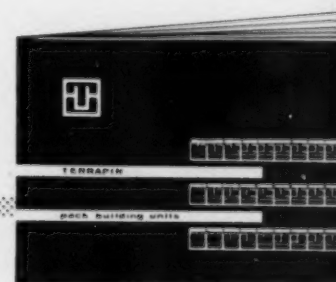
This beautifully illustrated brochure printed in full colour and monochrome, shows how Terrapins have solved urgent building problems in all fields. Complete the coupon and post. We will send your brochure and price list by return.



TERRAPIN LIMITED

bring you tomorrow's buildings today

HADDON HOUSE, FITZROY STREET, LONDON, W.1.
Telephone: LAngham 0611. Telegrams: Terrapin Wesdo London



*Please send me a copy of the
Terrapin Brochure and price
list by return.*

NAME _____ (Please type or write in block letters)

COMPANY ADDRESS _____



F&X

EXECUTIVE...

A new range of commercial lighting fittings, pendant and ceiling type, offering a wide choice of glasses, reflectors, skirts and suspensions, based on a quite small number of standard components.

This is **EXECUTIVE** lighting, elegant, versatile and easy to maintain. Particularly suitable for offices, shops and stores, schools and public buildings.



New simple 'TURN and LOWER' action for easiest ever installation and maintenance.

G.E.C.'s new positive bayonet fixing with 'turn and lower' action means EXECUTIVE glasses can be fixed or removed in an instant, saving time and money on maintenance and lamp replacement. (Patent applied for).



EXECUTIVE suspensions in ten different lengths are either $\frac{1}{2}$ in. silver anodised aluminium tube or this new steel reinforced white flexible. (Patent applied for).



Internal locking screw on lampholder prevents unscrewing when relamping.

EXECUTIVE

by



LIGHTING & HEATING GROUP, THE GENERAL ELECTRIC CO. LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2

MANAGEMENT AT WORK

direction of A. C. Howard, managing director. Because of the employment problem the Ministry agreed to make the company a loan of £90,000 towards the cost of the new factory, at 5 per cent over six years.

Now the company are employing more than half as many people again as were on the register of the local labour exchange 12 months ago.

Management facts —for the asking

Most people know that they can ring up their local reference library when they want to know the meaning of some obscure word or spell a foreign place name. But **Islington Public Library**, in common with local libraries all over the country, are concerned that businessmen are not making as much use of their store of business and technical information as they could.

The chief librarian, C. A. Elliott, says, "All too often we hear the phrase: 'We could have saved ourselves lots of trouble if we had approached you sooner.'"

Businessmen and technical men often waste time doing investigations and research without checking whether they have been done before. And the local library is almost certain to know if it has.

They have every buyer's guide available and access to the technical services of the Department of Scientific and Industrial Research, including abstracts of American and Communist countries' technical literature.

Too good for the job?

In the February and March issues of **BUSINESS** correspondents raised the question whether some television advertisements are not so striking that they draw attention to themselves instead of to the product advertised. The same question arises in relation to the new films Byron Lloyd has made in conjunction with Erwin Wasey, Ruthrauf and Ryan, Limited, to introduce the **Hoover 'Keymatic'** washing machine: is it too good for its job? This is the first time Hoover have used film for this purpose.

Two versions of the film are available. One is angled for the trade and lasts half-an-hour. The other, for the general public, lasts 18 minutes.

Settings, designed by Peter Proud, are highly contemporary and have the effect of universalizing the appeal. We do not, for instance, see a particular dealer asking his questions in a particular room, but a silhouetted figure sitting alone against a background of colour forms. In fact the colour is so deep and so rich as almost to be overwhelming. At the end Ronald Griffiths, general sales manager, in his own office, explains the future prospects of the product.

This brilliant film, an original departure in advertising technique, makes a powerful impact. By comparison with it most other commercial films seem dowdy and old-fashioned. But the question still remains whether it is the film or the product which will be remembered.

END

how much is a pound of time worth?

£ £ £'s and more in Extra Sales!
Air Freight gives new dimension to marketing. Emery gives 24-48 hours consignee delivery on 96% U.S. Shipments handled. World markets, time-wise, are now local markets. Add extra days to your peak sales periods. More sales—bigger profits. Take advantage now of the faster handling in **EMERY INTERNATIONAL BLUE**

RIBBON SERVICE.



call or write

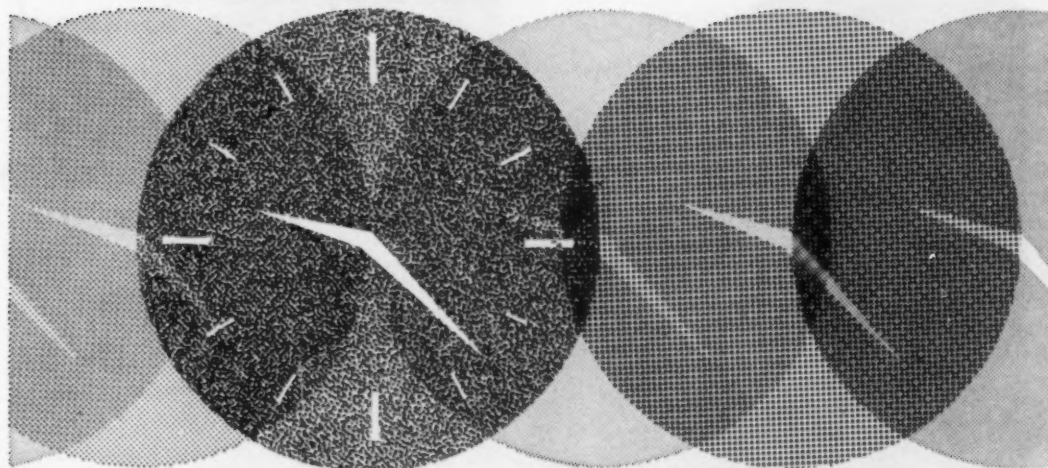


EMERY Air Freight INTERNATIONAL

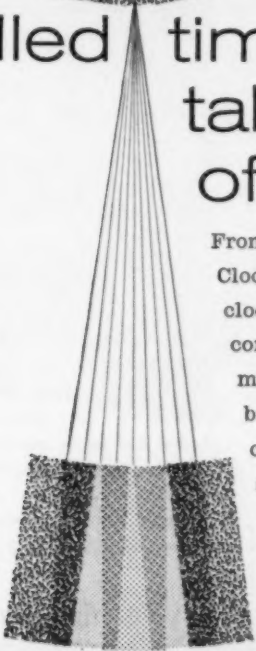
Cargo Service Building, London Airport Central, Hounslow, Middx. Tel: SKYport 1833
Cargo Service Building 390, Prestwick Airport. Tel: PREstwick 79822 ext. 99
Berkeley Chambers, 175 St. Vincent Street, Glasgow. Tel: CItY 4771

EMERY SERVES THE
U.S.A., CANADA,
AUSTRALASIA, SOUTH AFRICA

E.C.S.



controlled time systems
take time
off your mind



From one supremely accurate E.C.S. Master Clock an unlimited number of slave clocks, attendance recorders and signal controllers will receive regular impulses and maintain uniform time throughout the building. E.C.S. are the specialist manufacturers of timekeeping equipment. They have supplied their systems to many of the world's best known organisations and are ready to take time off *your* mind. Ask for further information and details of Sales and Rental terms:

English Clock Systems

179-185 GREAT PORTLAND STREET, LONDON W1 • Tel LAngham 7226

Branch Offices: BIRMINGHAM, MANCHESTER, LEEDS, GLASGOW, BELFAST

MASTER CLOCK SYSTEMS • TIME RECORDERS • INTERIOR AND EXTERIOR WALL CLOCKS • PROCESS TIMERS

A branch of the Clock
and Watch Division of

SMITHS

LEFT, RIGHT ...

58 Victoria Street, London, S.W.1.

PUNCHED CARD ACCESSORIES LIMITED

Telephone Numbers:

VICTORIA 7891 3.

AND CENTRE

The new PCA Uniform Guide Card has already been described in a customer's letter as . . . "having an advantage over any other Guide Card on the market."

- Each Uniform provides three alternative index-tab positions.
- Uniform is available to suit every type of Punched Card filing application, vertical or horizontal.
- Uniform, supplied as standard in matt plastic with a choice of six colours, may also be obtained in special fibre or dispensable index board.

★ For full details of PCA Uniform (British and Foreign Patents Applied For), please apply to:—



Lay sermons on management

Top Management Handbook. Edited by H. B. Maynard (McGraw-Hill Book Company), £6 15s. 6d. net, £6 18s. post paid.

Sixty top American executives have contributed to this 1,200 page volume. It is too many contributors, too many pages and too big a price. Despite the book's bulk, none of the authors have space to develop a theme adequately and the result is that their contributions tend to degenerate into sermonettes for managers, somewhat resembling the late evening epilogues on I.T.V.

But these sermonettes do at least come from profound and, in some instances, long experience of high position in business and industry. Some of the writers have the knack of illustrating their thoughts by valuable practical hints. One, for instance, tried the experiment of allowing workmen to participate in the selection of their own foremen. The men chosen were often the last that management would have considered for the appointment but they usually turned out to be excellent.

Some of the contributions are as nutty as anybody could want. If only the pint of good stuff had not been blown up to fill a quart pot this would have been a lively and valuable work.

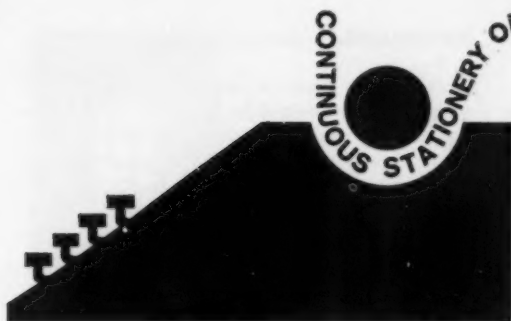
For the calculating man

Programming for Digital Computers. By J. F. Davison (Business Publications and Batsford), 35s. from bookshops or 36s. 6d. post paid from Business Book Centre, Mercury House, 109-119 Waterloo Road, London, S.E.1.

Hurrah for a book about computers that really does start from the beginning. Mr. Davison assumes that his readers know nothing whatever about the subject and he explains it to

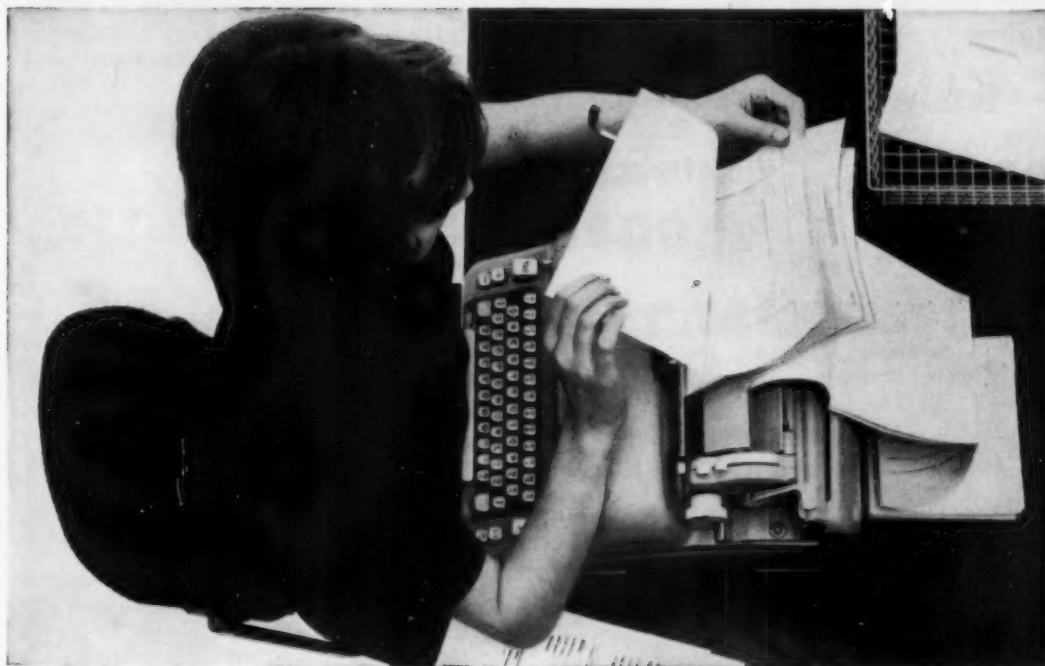
continued on page 40

BUSINESS



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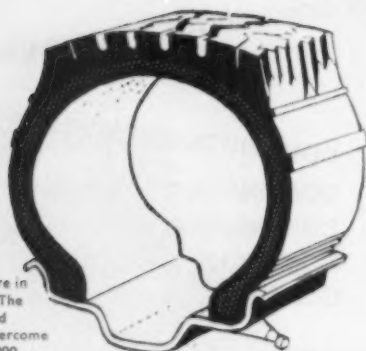
It's so simple and quick, just type and tear off.
Supplied through printers and stationers only but
please write for samples.



JUNE, 1961

THE WIGGINS TEAPE GROUP

Gateway House 1 Watling Street London EC4
Telephone City 2020



The first inflated tyre in 1884 was tubeless. The idea was revived and earlier problems overcome in 1954. Over 150,000 are now made in Britain every week.

Kalamazoo also have bright ideas!

2

Analysis

Solve any problem, from few headings to thousands. Sales analysis can be automatic. No listing. No writing out headings.

15

Plant and Tools

Know the history of each. Get Tax allowance and maintenance costs.

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Statements, Sales Ledger and Journal

Complete all three simultaneously. Prove postings daily. Mail statements on 1st.

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Cheques

Write cheque and cash book simultaneously. Saves time, improves accuracy.

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BIRMINGHAM 31

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Please tick ☒ **2** ☒ **15** ☒ **17** ☒ **29**

Name _____

Name of Company _____

Address _____

BU 661

BOOKSHELF—continued from page 38

them in the simplest terms. To make the subject straightforward he imagines a hypothetical machine and takes his readers through the various processes involved in programming from beginning to end, describing what happens at each stage. As a consequence his work is useful for others besides those directly concerned with these machines and there are many who need to know about them apart from the actual operators.

As a definition of a computer Mr. Davison says that it can do, "any calculation capable of being reduced to a routine procedure in which each step can be set down clearly and unambiguously; the computer can make any decision as to what the next step should be provided it can be laid down in advance what the next step is to be in all cases that can possibly arise."

Programming, he points out, is not for everybody and there may well be a shortage of suitable people as the number of machines in use increases. A programmer need not be a mathematician; but after reading this book it seems clear that he must have something of the aptitude of the mathematician even if he has never received an advanced training in the discipline. He must be at ease with a similar kind of abstract thinking.

A key problem

Exploration in Management by Wilfred Brown (Heinemann) 30s. net, 31s. post paid.

Books on management by practising managers are always to be welcomed on the simple premise that they ought to know what they are talking about. They can be textbooks of the very best how to do it, or don't make the same mistake as I did, kind.

American businessmen are much readier to talk and write about their work—as these columns regularly show. So Wilfred Brown's book, based on his 20 years' experience with the Glacier Metal Company, is doubly welcome.

The foreword indicates that there was considerable revision of parts, and alas this is too obvious. The thread of argument does not flow evenly and loses a great deal by this. Mr. Brown's attempts to generalize from particulars are not always convincing.

But, having said that, it must also be said that in parts Mr. Brown is extremely lucid, analysing formal chains of command, informal chains of influence, methods of communication and most of the human situations that can arise in a large

continued on page 42

BUSINESS

K O M P A S S



KOMPASS... *the passport* **to all markets**

Presenting details of all your products to
all potential markets at Home and Overseas —
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accurate and multi-lingual—is shortly
to be published in this country.

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technically unsurpassed.

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reference, already published or in preparation
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BOOKSHELF—continued from page 40

firm. The trouble is that, having presented the situations and analysed the problems, Mr. Brown gives solutions that one feels are Glacier Metal's solutions. And so the instinctive reaction of the reader—"But my company is different"—is unchecked.

Undoubtedly the most significant section is 'The Gap at the Bottom of the Executive System' which underlines the weakness of the link between the lowest supervisor and the worker. Mr. Brown recognizes what many others ignore: that superior executive grades will cover up for each other, while operators often get pleasure out of exposing a section manager's mistake.

This is a key problem in industry and will remain so for the foreseeable future. For his contribution, on this point alone, Mr. Brown deserves not only praise, but many readers.

Civil Service in the saddle

The Ruling Servants, Bureaucracy in Russia, France—and Britain? by E. Strauss (Allen and Unwin), 30s. net, 31s. post paid.

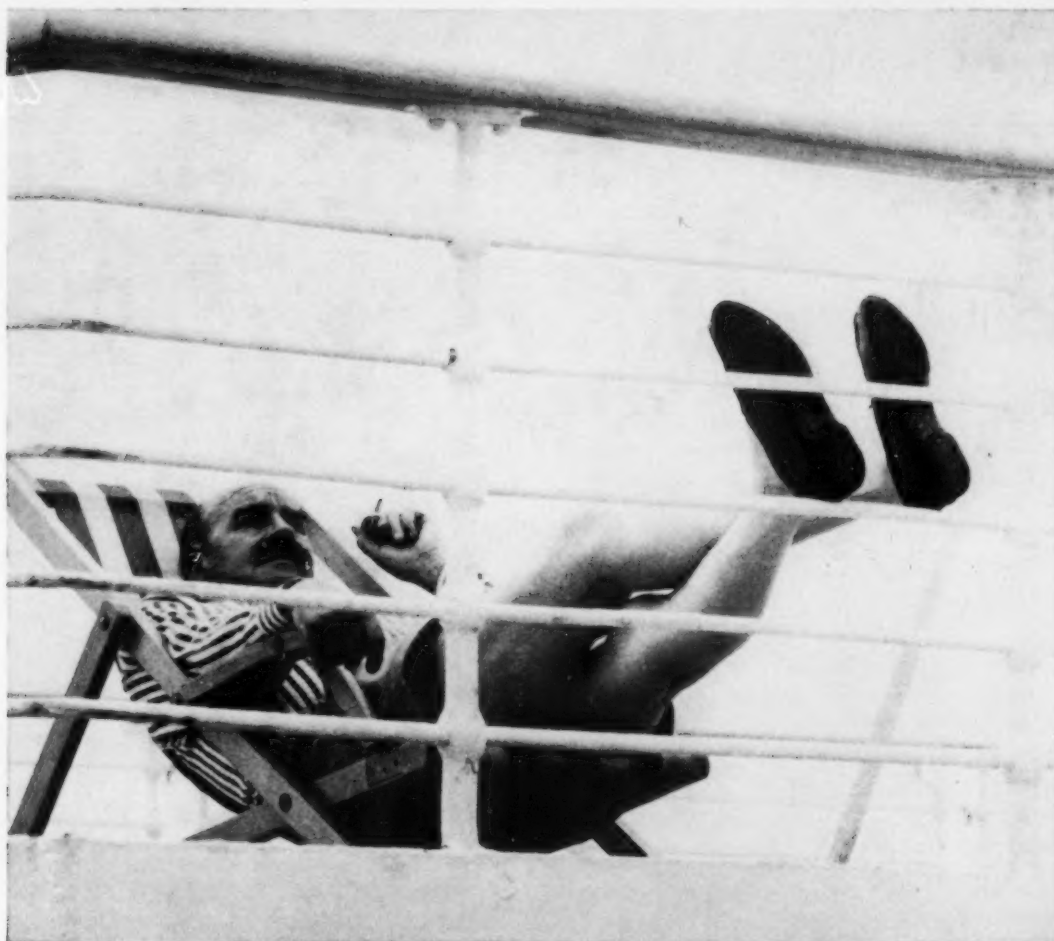
Large-scale organization is not necessarily bureaucratic and is indispensable in the modern world. But all large-scale organization can develop the characteristics of bureaucracy if it becomes cut off from its natural, social roots. That applies to business and industry as well as to government. Degeneracy sets in when large-scale organization begins to originate its own purposes from within itself and external controls lose their effectiveness.

In his early chapters Mr. Strauss offers an analysis of bureaucratic behaviour that makes this clear. The heart of the trouble is that bureaucracy lives off its own fat. The men at the top acquire their information from those lower down the hierarchy who are themselves conditioned by their own organization. As a consequence the organization begins to exist for its own perpetuation. The defects that arise from this contribute to one great evil: that "administrative reform proceeds comparatively rarely by small and more or less automatic adjustments to gradual changes in conditions but by large and jerky steps intended to bring the whole machine into line with changed circumstances."

Having discussed bureaucracy in this spirit, Mr. Strauss examines its rise and influence in Russia and France. With this standard of comparison he investigates the situation in

continued on page 44

BUSINESS



MR SMITH ACHIEVES A THREE MINUTE MILE

Nobody's taking much notice of it. There are no crowds to go mad, no flashbulbs to go pop and the only reporter on board is away on the starboard side throwing a nifty quoit.

Normally Mr. Smith's not the athletic type. The only thing he runs is his own business—and very successfully, too. That's why he's got to be

on the top of his form when he gets to Australia. Relaxed. Assured. Confident. That's why he's going by P & O - Orient Lines—the laziest, liveliest, most soothing way ever devised of doing a mile in three minutes flat.

Mr. Smith closes his eyes again. All this activity can make a man sleepy . . .

SEE YOUR TRAVEL AGENT OR

P&O-ORIENT LINES

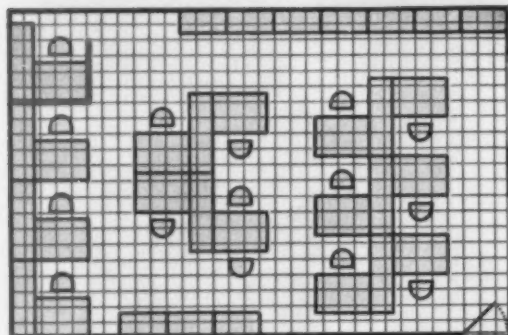
16 COCKSPUR STREET, S.W.1.

130 LEADENHALL STREET, E.C.3.

The world's largest passenger line



Office Planning...



...makes every sq. ft. pay

Today, in this era of industrial expansion with floor rents reaching record high levels, the need to ensure that every square foot of factory and office space pays its way is more essential than ever.

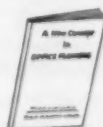
Every manufacturing organisation accepts that a factory needs careful planning and layout, but few appreciate that exactly the same principles apply to the office. After all in its way the office is a productive unit, with similar yardsticks of efficiency.

Making every square foot of office space pay can only be achieved by proper office planning based on a study of work, personnel and equipment. Nine times out of ten this will reveal that a large percentage of unproductive space can be released for productive output. More staff can usually be accommodated than was thought possible.

To prove this, Shannon offer a free Office Planning advisory service. At no charge, a Shannon Consultant will carry out an objective study of your offices and make recommendations for greater utilisation of your floor space and improved efficiency. Why not take advantage of it?

THIS FREE BOOKLET

... will tell you why office planning is so essential today and the economies in space, time and labour that it can achieve. Simply attach the slip to your letterheading and a copy will be sent to you by return.



The Shannon Ltd., 83 Shannon Corner, New Malden, Surrey
Please send me a copy of your free book on Office Planning, without obligation.

Name



Shannon Systems

O & M TO BRITISH BUSINESS

BOOKSHELF—continued from page 42

Britain. Bureaucracy, he concludes, becomes so ingrained in the life of a nation that not even such series of profound social and political convulsions as those that have shaken Russia and France can eliminate it. When the tumult has settled down there it still stands, basically the same as ever. The truth is that "bureaucratic rule can rise only on the basis of a permanent near-balance of opposing social forces." From this arises the danger of stagnation through habitual compromise at the expense of the future.

In Britain, says Mr. Strauss, we are nowhere near the social immobility due to this tension between equal forces that would give the Civil Service a chance of becoming a bureaucracy. This does not deter him from discussion of various devices, such as that of the Ombudsman and the administrative tribunal, that would keep it in check.

Books received

Industrial Law, by H. Samuels, O.B.E., M.A., with a foreword by Sir Harold Morris, Q.C. Sixth edition (Pitman) 21s. net, 22s. post paid.

Guide to Company Balance Sheets and Profit and Loss Accounts, by Frank Jones, F.A.C.C.A., A.C.I.S. Fifth edition (Heffer) 55s. net, 56s. 6d. post paid.

The Engineer Buyers' Guide, 1961. (Morgan Bros. Ltd.) 12s. net, 13s. post paid.

Letters to Salesmen, by Stuart Thompson (World's Work) 18s. net, 19s. post paid.

Now If I Were the Manager . . . by Harold Whitehead (Pitman) 12s. 6d. net, 13s. 6d. post paid.

The Men from the Boys, by Perrin Stryker (Harper) 30s. net, 31s. post paid.

The Face of Canada, by C. L. Bennett, Gerard Fibion, Gregory Clark, Marjorie Wilkins Campbell, Roderick Haig-Brown (Harrap) 21s. net, 22s. post paid.

Humanistic Education for Business Executives, by Morse Peckham (Oxford) 36s. net, 37s. post paid.

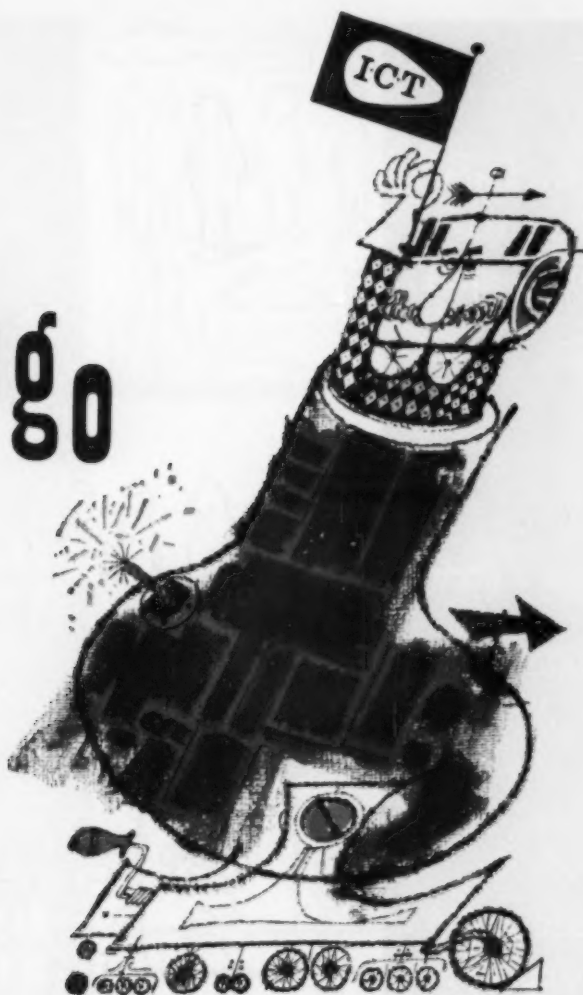
We the undersigned. . . A history of the Royal London Mutual Insurance Society Limited and its Times, by W. Gore Allen (Newman Neame) 21s. net, 22s. post paid.

Directory of Opportunities for Qualified Men, 1961, with preface by Sir Cecil Dannatt, O.B.E., M.C., D.S.C. (Cornmarket Press) 8s. 6d. net, 9s. 6d. post paid.

Personnel Administration, by Paul Pigors and Charles A. Myers. Fourth edition (McGraw-Hill) 62s. net, 64s. post paid.

BUSINESS

Go go



G

OGO IS GO with an extra go behind it – the thrust you need to break through a barrier. If your business is on the go, if you've reached the barrier of decision about data processing, then I·C·T can be of real help.

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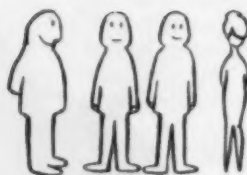
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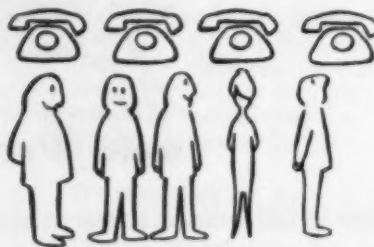
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one-man business



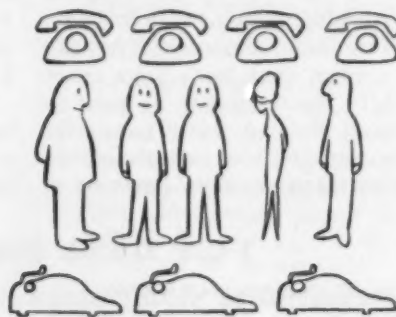
and it grew



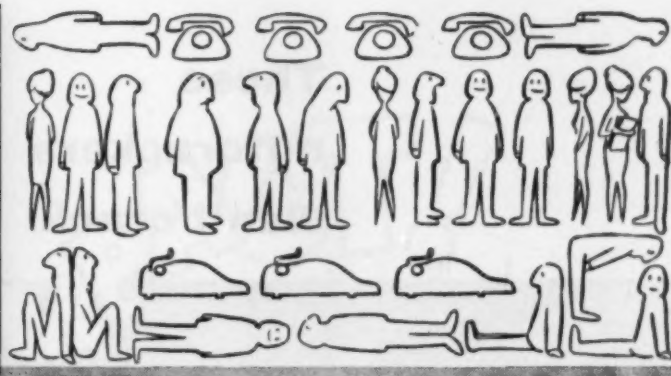
and so did
the telephones



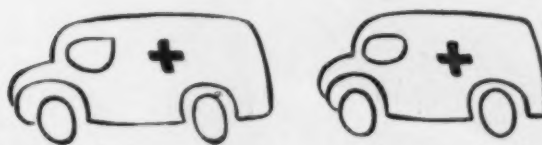
and the typewriters



and the people



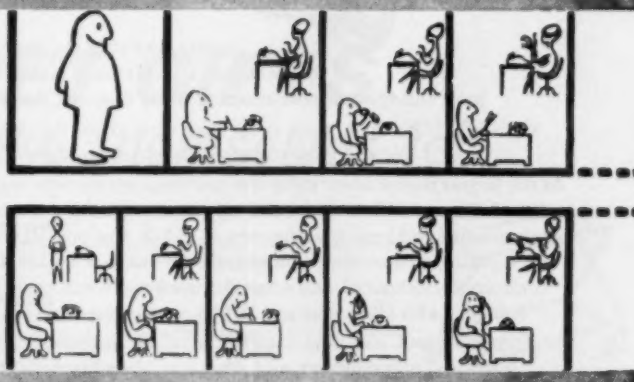
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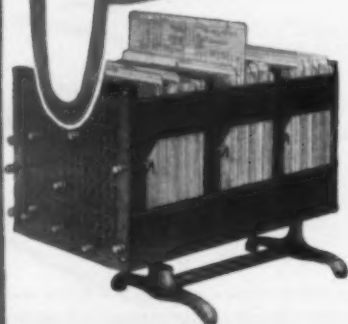
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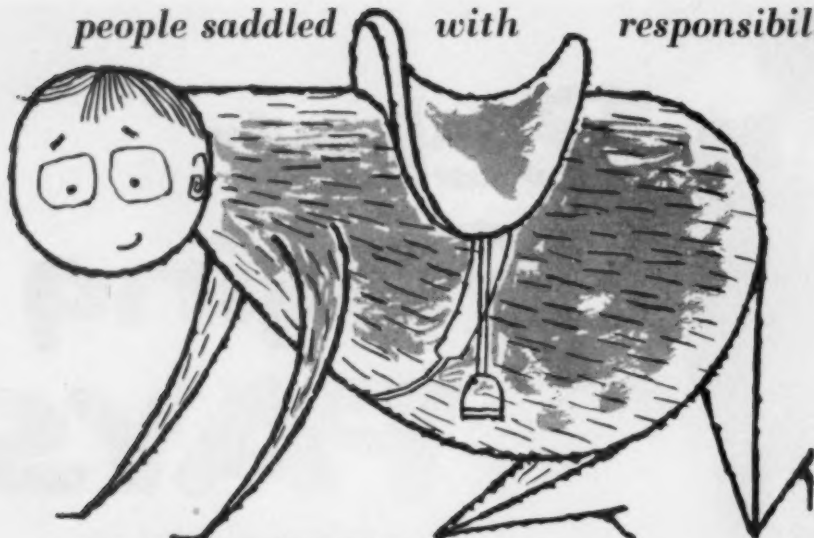
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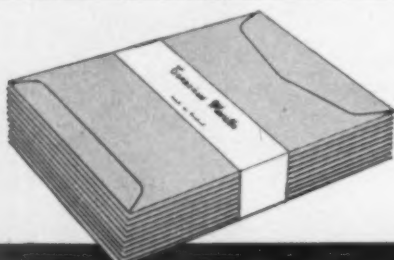


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Ole Matt, he jist kep' on readin'. Didn't say one word.

Flint was getting kinda sore now—

'Now you looky here,' he says, 'You either git out of here right now and take that gosh-darned magazine right with you, or I'm agoing to ride you out of town on a barrel.'

Ole Matt, he jist kep' on readin'. Didn't say one word.

This jist burned Flint up. 'Right, you lily-livered coyote,' he says,

'I'm agoing to bust you wide open.'—and he starts to draw.

Quick as a flash, Matt was on his feet. He rolled up his copy of *BUSINESS*, and slugged Flint over the head.

Well, Flint, he jist slumped to the floor. We chucked a couple of handfuls of sawdust over him, and rode him off to Boot Hill.

Ole Matt, he jist kep' on readin'. Didn't say one word. But he kinda smiled, and patted his order book—contented like. Was the durndest thing I ever saw."

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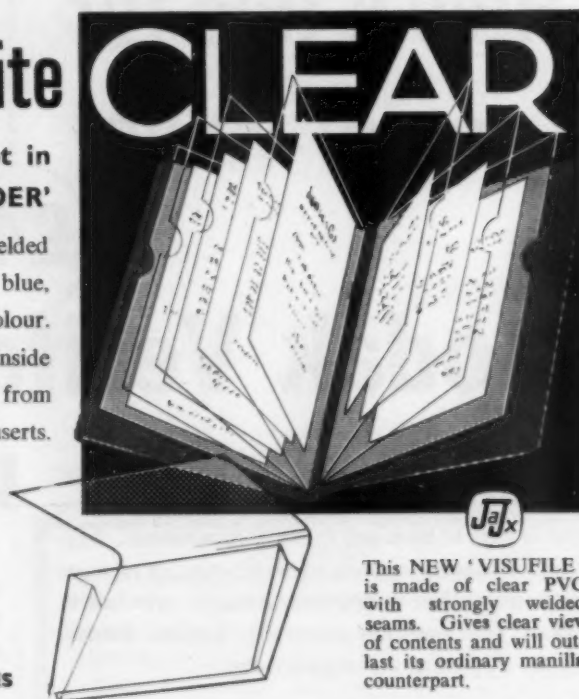
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Next come the young marrieds, many with children—nearly seven million of them in the 16-34 age group. They remain frequent cinema-goers and now they have homes to furnish and families to feed and clothe. And since more than half the women in Britain are cinema-goers, the cinema screen is the obvious place to reach the young housewives forming their lifetime purchasing habits.

Moreover, the cinema audience covers the important mass market. The C2 and DE classes make up 73% of the average adult audience. Board of Trade figures for 1960 show that 25 million cinema-goers paid £64 million at the box-offices of approximately 3,200 cinemas in the U.K. Each week there were *ten million* exposures to advertising.

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What Can You Do With *a Bumptious Subordinate?*

by George Copeman

THE easiest way, often the best way to deal with a bumptious subordinate who keeps threatening to resign or who sails close to the wind in defying your authority, is to sack him. But such a step is very final, and if you are not careful you may damage the career of a half-innocent victim. He may have been suffering from an illusion or been goaded on to insubordinate and provocative acts by the real culprit standing in the shadows.

If you want to give this sort of person a very stern final warning, call him to an interview and state plainly the standards of conduct you expect. Warn him that unless they are achieved you will have to terminate his contract. Then write him a letter saying that you have been disappointed in his progress and unless there is an improvement you will have to take a very serious view as to his future employment with the company.

Send a copy of this letter to your superior so that he is forewarned if you should have to dismiss the man. You must dismiss him if he does not respond to your warning.

Should he be so bumptious as to try taking matters beyond you to your own superior, you are entitled to expect full support from the latter. He would be foolish not to give it, for you are part of his line of protection against bumptious juniors.

Nevertheless, he must see a man who has requested an interview. He should arrange for you to be present when this interview takes place. Even if he thinks that you are partly to blame for some difficulty and chides you for it privately at some other time, he should give you one hundred per cent backing when the interview takes place.

For the subordinate who has merely been misguided, such a display of confidence by top management in the authority and ability of his own immediate boss, is likely to prove a salutary lesson. But if he learns nothing from it, dismissal becomes inevitable.

To Transfer or Dismiss?

In very large organizations it is sometimes policy to transfer a subordinate to another post in another part of the firm, rather than dismiss him. This has the disadvantage that the shock effect of transfer is not as great as the shock effect of dismissal. The curative effect on the conduct of the employee is therefore not so great.

But a system of transfer for bumptious subordinates has the advantage that it gives the employee the benefit of the doubt and a fresh start in cases where it may well have been the nature of the work or the personal relationship with his superior which was dis-

No management can continue to operate effectively under threats of resignation or provocative actions inviting dismissal. If you are caught in a tight corner by a subordinate who threatens to resign at a time when his services are virtually indispensable, you should take steps as soon as possible to see that in future there is someone available who could do his work.

Without waiting for his next threat, you should find an opportunity to mention that you could never again accept such a threat. If he ever did it again, his resignation would be accepted immediately.

agreeable to him and made him bumptious.

On balance I favour dismissal, if the man does not himself seek a transfer or another post.

The rôle of a subordinate is primarily to be subordinate—that is to accept orders. If he is bumptious and provocative, then he has failed in one of the main aspects of his work, and dismissal is the best course. It is salutary to face him with the sudden need to do something for himself—to go out of his way to please and impress other people in order to obtain a new post. This is better than having everything done for him by transferring him to another post. *END*



The Hardest Comeback

For executives who pay for their mistakes with a prison sentence, the path to position and respectability is almost impossibly difficult. But there is always someone ready to help

by Alan Bartleman

THERE is a shortsighted opinion held by many that the penalty has been paid in full with the termination of a prison sentence. But once a discharged prisoner, always a discharged prisoner. And the man who has the hardest come-back fight of all is the executive.

For the man who once held a position of responsibility, the difficulties of ever regaining a similar position are obviously immense. Some return to public life and submerge into quiet, chastened anonymity. A few are able to pick up the threads of their previous lives, but for the vast majority some kind of help is necessary. The most important immediate requirement is work of some kind; the problem is how to get it and from whom?

The problem starts at the prison itself, during the closing weeks of the man's sentence. Here it is the responsibility of the prison welfare officer to try and provide an early answer. At a London prison a welfare officer told me, "At the moment there are about 1,550

prisoners here, but this number tends to vary throughout the year. Prisoners are interviewed by me on reception—I am the only welfare officer here—and at any time afterwards on application. I also see the prisoners six weeks before discharge when they are interviewed on such subjects as rehabilitation, their family situation, and the prospects of gaining employment.

Six weeks of re-thinking

During this final six-week period I try to find the man a suitable job and sometimes, invariably in the case of the man who has previously been in a position of responsibility, this involves a lot of rethinking. Approaches are made to the previous employer to see if he will take the man back, but where the ex-businessman is concerned the possibility of achieving this is most unlikely. So I ask for at least a reference based on work performance, failing this I ask for anything—a lead or contact, maybe.

"Of all the prisoners that are discharged it is reckoned that 80 per cent of them do not return, of the 20 per cent who do commit further crimes it is very rare that the ex-businessman is among them. He appears to learn his lesson."

One man attached to a large London prison which has an annual turnover of 39,000 men with an annual release rate of about 560 men, has one object—to find them work. Such a nightmarish personnel problem can never be answered by a single prison welfare officer. As a result a large number of discharged prisoners have to depend on the various societies which have been established and here again the one-time executive poses the greatest problem.

In a grimy south London street is the narrow, inconspicuous entrance to the Royal London Discharged Prisoners' Aid Society, and it is here that some of the despairing lost men of business, along with other discharged prisoners, make their bids for a fresh start.

(continued next page)

In a stark and dusty office at the top of a creaking flight of stairs one of the Royal London's executives said, "The attitude of the general public is, 'we don't like criminals amongst us, but we don't mind if they are kept at a distance'. The thought is always prevalent whether the man had previously had a successful business career or not. The stigma is there regardless of the crime or the otherwise respectability of the man. It is very difficult for us really to help the man who has held a position of respect and responsibility, especially in terms of employment. Pride is the main thing that they have to overcome; the man who was once a manager, or some kind of an executive, invariably has to bite the bullet and take some menial clerical job in a factory."

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He explained that people of this status often had considerable domestic difficulties which even the possibility of immediate employment could not alleviate. Financial aid for such situations is out of the question—the most that the society can offer in terms of money is an 8s. 6d. fare allowance. Although the Government pays 50 per cent of the society's administration costs, the budget is obviously a very slender one.

The Royal London representative was of the opinion that it is

the responsibility of the prisons to take steps in getting at the root of the man's trouble while he is being detained; for example, psychological treatment in order to discover why he went wrong and to make sure that the cause was not present when he returned to public life. He said, "Nobody yet knows why people turn to crime and too little is done to find out the real cause. I am convinced that half the trouble is some kind of mental disturbance irrespective of the man's age or his position in society. We have to be good salesmen, especially where the white collar worker is concerned. If there are too many well-qualified men after one job, as is nearly always the case, the one who has the prison record doesn't stand a chance. Business qualifications no longer count when you have been to prison."

Across the other side of London is the New Bridge Society, an independent venture with the Rt. Hon. Lord Pakenham as its chairman. This organization's offices, hidden in a labyrinth of Hammer-smith backstreets, boast newer paintwork and cleaner windows than their Royal London counterparts but the work and its difficulties are the same.

Here I was told, "Our biggest problem is the man who has held a position of trust, in management possibly, and, where dishonesty has occurred. It is almost impossible to find satisfactory employment for

such people in their original profession, but we try at all costs to get them back into a job of a similar nature." In spite of this, the New Bridge can claim considerable success. A third of the discharged prisoners for whom the society found employment last year belonged to this category and none of them have defaulted.

A representative of the society who is directly responsible for re-employment said: "We find that we have most of our successes with the small one-man type of firm where a single person can take the full responsibility of employing a discharged prisoner; in the larger firms there are too many people who are afraid of being thought responsible."

Society must think again

However, there are exceptions and some large companies are willing to offer employment to discharged prisoners. One such company is a large petroleum group with its headquarters in the City of London. As well as providing employment for such people within the company their top personnel executive works in co-operation with the Central After-Care Group of Societies. He told me, "The real problem is the executive who has made this mistake. Compared with the artisan the chances are far less, they have less capital to offer and their respectability has gone. Top men are reduced to a clerical existence with little chance of recovery. In spite of this we try hard to give the man a start."

Talking of those for whom his own company cannot offer employment, he said, "The middle salaried man is really up against it and although it might not be possible to get him a job at the same level, or even in the same profession, we at least try to get a job with prospects. The easiest job to get is not always the best. There is no difficulty in getting him a job on a building site but this does not help him to recover; give him a job

QUOTE

"Our biggest problem is the man who has held a position of trust. It is almost impossible to get him back in his profession but we try to get him a job of a similar nature"

QUOTE

"Nobody knows, not even my wife, not even my superiors, that I gave a job to an ex-prisoner. To me he is a normal clerk holding a good position at a low rate of pay. And I would do the same thing again"

where there is at least the chance for him to recover. He does not come to you at this point, only when you can do something more." This personnel executive was of the firm opinion that the prisons should provide greater opportunities for attaining new skills. He gave the example of an ex-solicitor who found work in a travel agency but could not gain promotion because the company, like so many others in this situation, required a fidelity bond. He suggested that the man in this situation should have been able to learn an entirely new skill which would obviate such requirements.

On the attitude of other employers whose help he seeks in trying to find employment he said, "If I write and ask their views they are sympathetic and they rationalize but when I say 'here is a man,' their attitude changes. Why not get this burden spread. A solution must be found immediately and there must be a change of social attitude. I have found that the man who is over thirty stands little chance of getting a respectable position in a big organization—the accent is on the younger man.

Loyal—and desperate to prove it

"To anybody who might consider offering employment to a person who at one time has held a position of responsibility I would say—although you have got to be able to expect to be let down, in general you are not. I have never been let down by a person of over 40. They are desperate to prove themselves and offer loyalty and

hard work in return. Nobody need ever know of their past."

What are the employer's reactions and thoughts having engaged a discharged prisoner? These are typified by a senior executive of an organization manufacturing domestic appliances. In the sepulchral surroundings of a luxurious West End showroom he told me, "The reason why I decided to do this was really personal, I felt that I would like to try and help somebody and this seemed an opportunity; what this man had done I was not interested in—I just wanted to be of some help.

"The first time that it was brought to my notice that I could be of some help I thought, here is a chance, and it was made even more possible when a staff vacancy occurred." He added, "I am glad to have been able to do this. I understand that the first week is the worst for these men and the act of getting the job is the most terrible aspect of the whole affair.

"The vacancy presented the opportunity of employing such an unfortunate person at an unfair salary for such good labour. In fact it is almost cheap labour—but I am not gloating."

The employment of the man has been a closely guarded secret, "Nobody else knows, not even my superiors, those who work with him nor even my wife, and I am determined that nobody will know. He has not proved a liability; undoubtedly one is always concerned for him but not in a worrying way. When he came here he was welcomed in the house magazine in the same way that all our

employees are—he is an excellent worker and extremely popular, although I must say that he doesn't hold a position which puts temptation in his way. To me he is a perfectly normal clerk holding a good position at a low rate of pay—he was once a general manager. Here his future is limited but if he was 20 years younger he would have moved on. He has no dealings in cash but if one of my subordinates sent him to the bank with some money I would not intervene, I would take the risk."

As an afterthought he said, "Though if anything should go wrong I have no idea what my thoughts would be but I feel sure that I would stand by him where possible."

Don't overdo the friendliness

In summarizing he said, "This is a big problem and I feel that many other employers could be of help; if they do make this decision it should not be just a case of 'give it a try. Make it absolutely clear to the man that it is up to him entirely, treat him normally, don't overdo the friendliness and don't appear cagey. He will have to be content with the low salary although I recognize that this is not fair to him, but at least he is getting a chance to re-establish himself. Asked whether he would do this again, he said, "Yes, I would do it again and I am not being a Samaritan. I am sure that this sort of man—a sound man who has slipped—should now be given at least an opportunity to get back to life, he has had his lesson—a terribly hard one. It is not wasted."

Some Welcome to

IF the boys are moderately intelligent, send them to University. If they are very intelligent send them into business." Thus spoke an elderly manufacturer at the turn of the century.

Following in father's footsteps has something to be said for it, of course, if, after seven years' hard, you get to be put in charge of a chain of depots breaking up London's surplus trolley bus poles. But that's rare. Far more commonly heard are the calamitous results of trying to appease parents. "Six months I prefer to forget" was the verdict of one dutiful lad.

Today parents' views on employment may be too superannuation-directed (and don't let's forget, they are probably at an age when pensions loom large in the mind), a boy's idea of his potential is hazy.

"I've no special qualifications and I'm just a blur" said one back from national service in Cyprus. "The business world is a blur too, so perhaps I can fit into that."

A city firm "full of terribly smooth young men dashing all over the place" welcomed him charmingly; told him to use the directors' washroom; then left him for months sticking contracts in files, calculating freight and doing up the post. Alas for hopes of intellectual challenge and merchant adventure! But not for too long, luckily. He's been sent off to prove himself in a land where the products are primary.

Invoice hurdle for the athletes

"I've yet to meet the young man with a burning desire to go into

business" remarked a woman who has spent the last 10 years trying to accommodate public school leavers. "Abroad's an attraction. But 50 per cent want outdoor jobs. One per cent get them," she added.

Hardly surprising. While athletes of distinction are welcomed on the sales sides of some organizations ("people like to meet them, you know"), the competitive joys of javelin-throwing and hurdling are a doubtful preparation for streaking through a pile of invoices. Strangely enough, rugger matches played in pouring rain, and mountain survival courses do not produce nostalgia for the Great Indoors—although they may make for an easier début in the cold storage department of a frozen foods firm.

As for arts graduates who have gone into industry and are now managers, a recent survey by Political and Economic Planning shows that although no one goes so far as to regret his choice, half were not keen about it at the time.

The model arts graduate is neither a bold entrepreneur at heart, nor a beaver for routine. And let's face it, though all concerned conspire to keep the eyes averted, the start of life in business is fraught with dull repetitive chores. It helps to stiffen the sinews if you've been warned to expect them and if spells of boredom are compensated by a close and lively interest being taken in you by your boss. If, for instance, you've just got out of the impersonal set-up of international oil, reconditioning mailbags in your girl friend's father's sack factory can be balm to the soul. Father figures may be

"A City firm welcomed him charmingly, told him to use the directors' washroom, then left him for months . . . doing up the post"



the Business Jungle!

less revered at home, but they still have a rôle to play at work.

Those projections of the public relations department, the bland capable faces of the success boys gazing intently out from brochures and staff magazines are regarded as a waste of time by young men in search of a job. Do you really need to know about Mr. X's Chaucerian sense of humour before taking the plunge into soap? Or to "Meet Mr. Y in calculating machines?" (In less than 10 years he's become manager of *all* provincial branches.)

Personal 'brand image' publicity of this sort meets with a blend of cynicism, envy and self-defence. "Just because Joe Bloggs gets on in So and So's that doesn't mean that *I* will." The heart sinks as one leafs through some careers literature ("a corner in our laboratories" etc.), like house agents' blurbs.

According to a University appointments officer, such material should be strictly factual and "should describe achievements rather than pride in achievements." "In the commonwealth of industries that is Omnisides the clock never strikes midnight." Hm!

Important, too, is accurate job specification, especially if the concern is one of vast ramifications. Two graduates of 12 months' standing in air transportation were emphatic about the need for a reappraisal of their own positions in the light of what they had been able to discover about them after the first few weeks. They felt they had been given an idealized picture of what to expect. Not, they added hastily, that the management had been so dishonest as consciously to misinform them. But the manage-

'Nosing around', as she puts it, among the management training schemes of some of our biggest companies, Susan Hicklin found much to admire and more to smile at. She talked to trainees and executives at Horlicks, Boots, Scottish Television, Shell, Marks and Spencer, Monsanto, Plessey, Esso, Richard Costain, British-American Tobacco and Charringtons. And all are learning fast from their mistakes

ment was not a unity. Personnel department might say one thing. Other people who were dealing with you in the day-to-day situation might have different ideas.

Ten out of 300 get the plums

Of the firms listed in that admirable guide DOG (Directory of Opportunity for Graduates), nearly 400 firms show an interest, in non-science graduates as future managers. And if any one gets the impression from this that a whole lot of handsome jobs are going begging, they would be wrong. Between Christmas and Easter

those twentieth-century foster fathers, the company personnel officers crusade round Britain's universities on a strenuous and highly choosey cradlesnatch. To fill 10 vacancies our personnel man may find himself interviewing as many as 200 graduates and short-listing 30. Then the rough stuff starts. Three other firms at least will be after his final selection and he'll be lucky if he gets 7 out of his 10 ewe lambs.

What sort of an ideal has our personnel officer in mind? Certainly he has little to do with the drawings of narcissistic fellows playing at self portraiture ("picture yourself in nine years' time"), dis-

guised as pawns ("what's my next move?"), be-dressing-gowned and languishing on sofas ("contemplating a career"), which from time to time appear in the jollier recruitment publicity. No. The chap he

and his brother officers are all after is the man "of enthusiasm, drive and personality able to win the respect of contacts."

And aspirants to the respect of contacts will eschew eccentricities, sartorial or otherwise. A British Warm will pass. But not a duffle coat. And anyone turning up in a deerstalker, no matter how neatly tied, is liable to get himself put down as a high medical risk from a psychological point of view.

Travel and an active use of leisure is what impresses personnel officers. Queen's Scouts are in. The miner's lad who's cycled round the British Isles or walked from Alexandria to Marrakesh scores higher marks than the ambassador's son who's lived in every capital in Europe but who's never been to Birmingham. Sinking your college barge (an escapade in doubtful taste) gives you an edge on the earnest seeker after knowledge who's spent his time going to and from his lectures on a trolley bus. The candidate least likely to succeed is the one who says he wants a job in personnel "because I like people."

The personnel man turns the scale

One should not overlook the need for a personnel officer's own acceptability rating to be high. A sought-after man will slip through the fingers of the insensitive handler. But the presence of a happily settled member from last year's catch is a powerful aid to recruitment. He is the obvious person to show newcomers round when operations shift to the firm's home territory.

There is more than a hint that the complicated selection procedures fashionable just after the war—the I.Q. and adaptability tests—are losing favour, and that the plain businessman is recovering confidence in his own intuitive judgment of applicants, Group interviews where the successful candidate must strike a nice

balance between one-upmanship and yielding ground are still well thought of.

But it's a moot point whether the rejects feel they've had a square deal (as advocates of the method contend) or whether they've found the experience humiliating. No one in this country cares much for personality testing where a candidate is liable to be slung out for suspected homicidal tendencies. One personnel officer has spoken against the week-end house party, the wining and dining of applicants, and 'swanning' round the works on tours personally conducted by directors. This gives a man ideas about his star quality.

The boss must be exemplary

More important for the newcomer's self-respect is belief in his boss's star quality. But since esteem is the better for being mutual, the wise personnel officer in a large organization so arranges matters that the departmental manager feels he has a stake in the selection. Gathering to one's bosom the fellow foisted on one from headquarters is not something everybody can do gracefully.

Choosing your boss, on the other hand, can be a heady experience, says a Boots' executive, a buyer. "As soon as I stepped into the room I *knew* 'This is the kind of person I want to work with! He's so vital'." Bosses who take time out to coach you; who are constantly throwing out ideas for you to chew over and who are in daily contact with you, are the kind to have. Those who only see you once a week are akin to parents who are never at home. Uncouth manners, mild essays in sharp practice and casualness among seniors are seen with unforgiving eyes. They let the boss image down.

Those whose function it is to settle new members into their industrial families seem to fall into

Continued on page 149

IS YOUR FIRM GUILTY?

While athletes of distinction are welcomed on the sales sides of some organizations, javelin throwing and hurdling are a doubtful preparation for streaking through a pile of invoices.

Job descriptions are all too often inaccurate. An idealized picture may be drawn. That may be the managing director's picture—but not perhaps that of the executive responsible for training.

The Directory of Opportunity for Graduates shows that nearly 400 firms seek non-science graduates as future managers. But out of 300 to be interviewed only 10 will get the plums.

Queen's Scouts and long distance hitch-hikers are in. But, ironically, the earnest seeker after knowledge may be a non-starter.

The trainee's boss is all-important. Those who take the time to coach, to throw out challenges, are ideal. But uncouth manners, mild essays in sharp practice, and casualness let management down with a bump.

The chance to do a real job first, with detailed study only "when I know more what to look for" is the average trainee's heart-cry.

Management is, like war, routine punctuated by short bursts of peril. Trainees must be shown that training schemes are no short-cut to power and status.

Henman Spreads the Load

Transport Development, already the most powerful privately owned road haulage concern in the country prepares for another phase of expansion.

Meanwhile, chairman Philip Henman demonstrates the difficult art of delegating responsibility over a wide front while remaining undoubted master of his company's destiny

by Tony Burgess

THIS is the age of the quietly self-effacing tycoon. No longer do men who have carved out a commercial empire through sheer ability and hard work say, with fierce pride, "I built this business with my own hands." Today these men dismiss their achievements with a few diffident remarks about teamwork and "just being the chairman of a committee."

A man in the contemporary fashion is Philip Henman, chairman of the Transport Development Group, the largest road haulage organization in the country after

BRS. Under his leadership, Transport Development has grown from a private lighterage company operating a handful of barges in the Port of London to a large public concern controlling a nationwide complex of over 40 trading subsidiaries. Between them, these companies operate 1,000 road haulage vehicles, and in addition there is the lighterage side of the business which now operates 350 tugs and barges, and the warehousing side which controls 100 warehouses, 19 cold stores, and 39 wharves.

The recent unopposed bid for

Beck and Pollitzer, itself a major name in warehousing and road haulage, sets the seal on Transport Development as Britain's most powerful privately owned operator in the field.

Henman's entry into the lighterage business was fortuitous. Originally destined to be a Lloyd's broker, he began his business career during the First World War. After a period of military service he returned to find that his old job was no longer available. A position with an import-export merchant followed, but he was sacked during the post-war slump. Another job in a merchant's office produced a contact through whom he was offered the managership of the General Lighterage Company in 1922. A place on the board followed in 1929, and this was the real beginning of Transport Development Group.

The business was growing, and after a reorganization of the capital, Mr. Henman was in virtual control. Initial expansion was confined to the lighterage business. Not until 1933 was the next step in the development of a complete factory-to-ship service taken. This was the acquisition of a wharf and small warehouse at Brentford. A second wharfage concern was soon added.

In 1936 was added the final rib of what is still today the basic func-



"Give men responsibility and they grow in stature"

tional structure of the group. In that year a road haulage firm was taken into the organization, and complementary services such as packing and customs clearance were made available at the same time. Thus it was now possible for the group to quote an over-all rate for transport of goods from factory to ship, or *vice versa*.

Fundamentally the business of the group has changed little in the subsequent 25 years of its history, although the range of services offered has become more elaborate, and the scale of operations has been vastly increased.

After functional expansion came geographical expansion. The activities of Transport Development had been confined to the London area until 1943, when the acquisition of a haulage concern in Birmingham extended operations to the Midlands.

But the most significant date in the chronicles of the group was 1950—the year in which the company went public. By this decision, capital resources sufficient to exploit the group's full potential were tapped. In the 11 years since, capital employed in the business has grown from £600,000 to

over £6 millions. This was before the Beck and Pollitzer deal, but this acquisition alone will increase the group's size by a further 50-60 per cent.

It has been in the period since 1950 that most of the spectacular geographical expansion has taken place. A countryside network of local and long distance road transport has emerged, and the group operates through one or more of its subsidiaries in all the major ports of the country. In the annual accounts, group income is now analysed according to geographical origin under five regional heads:

London and environs, North-west and Midlands, North-east, South-west and Wales, Scotland. All regions are making healthy contributions to the grand total.

Mr. Henman describes the present and immediate future policy of the group as one of inbuilding. He regards the existing system merely as a framework on which to build. There are still many gaps, both functional and geographical, which need to be filled before his conception of a completely comprehensive road and port service is achieved.

Intensive specialization

Diversification for its own sake is avoided, and efforts are concentrated on the extension of the group's existing interests. The fortunes of the group rest very solidly on the fact that they do what they know, and try to do it better than anybody else.

An example of the inbuilding of which Henman speaks was the group's large-scale entry into the cold storage business last year. Four major plants were acquired, at Liverpool, Sheffield, London and Chatham. Previously, cold storage was only incidental to the normal warehousing activities of the group, but it is now to be offered as a separate major service. Although cold storage as a whole had a bad year in 1960, in this field, as in all others, the group takes the long view.

Further examples of intensive

development within a specialized field of operation are the group's contract hire service which provide customers with fleets of commercial vehicles entirely under their own control, and the door-to-door trailer service between this country and Western Europe.

Expansion abroad is under active consideration, but no definite plans exist as yet. To Mr. Henman's way of thinking, a country would have to possess two essential qualities to make it ripe for the kind of service which his company has to offer. These qualities are a progressive outlook, and basic political stability. Australia was mentioned as an example.

Another possible future development of the group would be an entry into air freight. But again this is no more than a serious consideration. For certain classes of goods, air transport seems to Mr. Henman to be the answer to the problem of our strike-bedeveloped ports.

The major stumbling block to all lines of expansion within the group is not now lack of capital—a first-class profit record since going public has seen to that—but rather the difficulty of finding trained executive personnel for the group's many and varied activities.

Transport Development has grown to its present size mainly by the process of acquiring control over existing companies. It is certain that future expansion will also be achieved by similar means.

But Philip Henman is no take-over tycoon in the popular sense

of the word. There have been no battles in the group's history of growth—either with the protesting shareholders and directors of a 'victim' company, or with a rival organization for the control of a third party. Take-overs there have been, but all have gone through with the consent and co-operation of the new entrant to the group.

The group's attitude to expansion by take-over is summed up in a recent public statement by its chairman: "We are glad to be approached by the boards of companies which might usefully fit into the group structure and to discuss with them suitable terms to offer their shareholders."

Identity retained

A company joining Transport Development Group does not become merely an anonymous trading unit in a centralized organization, however. Individual identity is maintained on the sound principle that if the concern was healthy enough in the first place to merit acquisition by the group, it will automatically possess a stock of local good will. This can only be retained if the concern continues to trade under its old name, and with the same personnel. It is a basic tenet of the group organization that individual subsidiaries are managed by their own chief executives—usually the men who ran the business before the take-over.

The parent company of the group is more than a holding concern, but nevertheless only a minimum of control is exercised from the centre. A happy compromise is achieved between the benefits of local men dealing with local problems, and those of large company finance. All capital expenditure requires headquarters' approval, or, put the other way round, a subsidiary knows that it may call on the capital resources of the whole group if it has a project which justifies it.

The accounting system is also
continued on page 153

QUOTE

"The fortunes of the group result from the

fact that we do what we know and

try to do it better than anybody else.

Diversification for its own sake is avoided"

No Writing in This Accounts

System



IN any system where data are processed mechanically or electronically, the problem arises of converting from characters that man can understand (printing, writing) to characters that machines can process (punched holes, pulses on tape, and so on).

Many data processing systems call for the use of trained operators to translate data into machine-sensible form for feeding into the system.

Examples are the key-punch operators used in conventional punched-card accounting systems, and the paper-tape punch operators who prepare a programme tape for a computer.

It is easy to see that substantial economies in time and labour accrue if data intended for mechanical processing is translated into machine-sensible form at the point of origin. And it is even better if this can be

done without using additional or specially-trained staff. Among the reasons for the economies is the fact that data in machine-sensible form can be transmitted readily by cable or even by radio.

Recognizing these generalizations, the May Fair Hotel, London, has recently installed equipment, developed by the Special Projects Department of International Computers and Tabulators which enables the hotel staff in restaurants and other appropriate departments to transmit details of charges incurred by resident guests to a central accounting point.

At the central point, additional information is automatically added to the transmitted information by the equipment, and a 40-column punched card is automatically produced for each charge incurred. To make up a guest's bill, the cards produced by the equipment are mechanically sorted by reference to the guest's room number and printed-out on a punched-card tabulator, so that a

Clerical work by non-clerical staff is often slow and unsatisfactory. But this system gets accurate, up-to-the minute accounting

detailed and completely up-to-date bill can be presented to a departing guest.

By sorting the cards produced by reference to any element of the data they contain other than the room number, further useful statistics can be produced. For example, sorting the cards by reference to the location from which they were transmitted, would enable the gross revenue of the departments to be tabulated, whilst sorting the cards by reference to the date would enable analysis to be made of the trends in each department, and so on.

It is immediately obvious that there are many points in industry at which the same or similar equipment would be valuable.

In some aspects hotel accounting is unique, for there are few if any other industries in which the customer can incur charges upon his account at any time of day or night, yet may leave at a moment's notice and must be presented with a complete up-to-the-minute account. Clearly this equipment solves the difficulty, for a punched card with full details exists at the central accounting point within seconds of a charge being incurred, and sorting the outstanding cards will produce a set of cards for tabulation and hence a bill for the departing guest within a few minutes.

It is probably true that no other industry has similar requirements in customer-billing, but the desirable features of many other data processing problems have remarkable similarities.

For example, take the case of production or stores control on the workshop floor. An essential feature of any production control

system is to have up-to-date information as to the results achieved so far, for comparison with budgeted or planned performance in all its aspects — financial, productivity, stores consumption, profitability, delivery commitments, costing, machine and labour utilization, and so on.

A simple means whereby departmental or process foremen or piece-work viewers, or other personnel as appropriate to the circumstances, can readily transmit details of, say, the time at which a batch or unit is satisfactorily completed together with its identification number (such information being instantaneously translated to punched card form with additional information) would be invaluable.

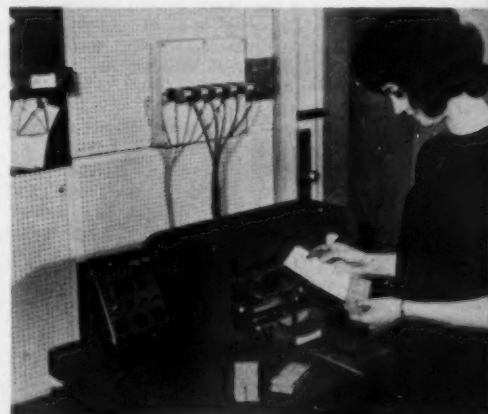
Cards produced by an installation like this could be used daily or at regular intervals to tabulate information, for example, the work-in-progress by departments, or to establish the point which any particular batch or unit of manufacture had reached.

Equally, the cards could be used for the continual maintenance of stock records of products in all stages of manufacture. Where standard costing is employed, much of the necessary information can be obtained from the cards. Where departmental bonus systems are in operation, the same cards would give all the information required for automatic calculation of the bonuses due, and in some cases even individual piece-work calculations might be possible—the only limiting factor here being the number of digits which can be transmitted for punching into any one card at the central accounting point.

All these ideas are generalizations and the extent to which the equipment can be applied industrially must depend upon individual circumstances. However, the suggestions are intended to demonstrate the essential features of the equipment now installed in the May Fair Hotel —namely the transmission of data at the time and point of origin, without the use of specially-trained operators, to a central accounting point, at which additional information is added and the whole is instantaneously punched into a card for subsequent processing.

International Computers and Tabulators have supplied the May Fair Hotel's restaurants and various other departments with 'keysets,' connected by cable to a universal automatic key punch in the central accounting room. The keysets enable the hotel staff to transmit the

Left: Dine by candlelight, pay by push-button, in the Beachcomber, the hotel's Polynesian restaurant. Below: A card punched centrally by a waiter in the restaurant is checked



appropriate information. As they may be in view of the hotel's guests the keysets have been supplied in fibreglass cases coloured to tone with the decor of each restaurant or other department.

Each keyset has 12 buttons, numbered 0-11, a 'punch' button and a 're-set' button. To use the keyset, a staff member depresses the numbered buttons representing a guest's room number, followed by the buttons representing the amount of the charge incurred (hence buttons for '10' and '11,' to accommodate pence). At this stage, the information put into the keyset by the user is merely stored in the keyset, nothing having been transmitted to the punch in the accounting room. The information put into the keyset is displayed in illuminated figures on a panel above and behind the key-board.

By looking at the illuminated figures, the information entered can

be checked. If a mistake has been made, depressing the 're-set' button will clear the information out of the keyset information store and operation can begin again. Once the information has been correctly entered, depressing the 'punch' button causes the information to be transmitted by cable to the U.A.K.P. at the central accounting point. The U.A.K.P. then punches one complete 40-column card, containing not only the room number and charge transmitted from the keyset but also containing the date, the reference number of the keyset used and its location.

Forty-column cards are used to correspond with an existing punched-card installation in the May Fair Hotel, but the makers can supply remote-controlled punches to produce 21-column or 80-column (round or slotted hole) cards with equal facility.

Theoretically, there is no limit to

the number of keysets which can be connected to one central punch. If a number of keysets attempt to transmit information simultaneously, then the central punch will accept information from each in a pre-determined sequence. The maximum rate of punching is one card every six seconds, so that in practice a limit may be placed upon the number of keysets to be used with one punch, by the rate at which demands upon them are likely to be made during peak periods. This probably means that hotel installations, which obviously are liable to have major peaks in the usage of keysets (for example towards the end of lunch periods) may be more limited in the number of keysets which can be used with one central punch than industrial installations where the demands would probably be more evenly distributed throughout the working day.

The 'punch' button on each keyset is translucent, and normally a green light shows underneath it to indicate that the device is ready for use. After the button has been pressed, while the keyset is transmitting information to the central punch or waiting its turn to transmit (in accordance with the pre-determined sequence) a red light shows underneath the button, indicating that the keyset is locked in use and preventing further attempts to use it until transmission is complete.

International Computer and Tabulators are developing for the May Fair a complementary device (not confined to hotel use) which will automatically record on a punched card full details of direct-dialled telephone calls, calculating and adding a surcharge to the basic call charge. The device can share the same central punch as the remote-control system already described. With the growth of telephone trunk-dialling systems, this new device will be of increasing application.

The May Fair Hotel installation has attracted a great deal of interest among hoteliers on the continent of Europe as well as in Great Britain, but the possible industrial applications have yet to be exploited.

FOR YOUR FILM SHOW

Handling Loose Materials With their vast experience in handling soap and detergents in powder form, Unilever are a 'natural' producer of a film like this. It is in two parts; the first, running for 10 min., deals with mechanical techniques; the second, lasting 27 min., deals with pneumatic techniques. Using live action, slow motion, and models, the film was originally intended for internal training. Now it is available to other firms through the Unilever Film Library.

Taking Stock (colour) Shows the contribution made by John Laing to the housing drive, Coventry Cathedral and 55 miles of M1 in this country, and constructional projects in many others. Length: 31 min. Free from Public Relations Department, 4 Regent Street, London, S.W.1.

Well I'm Blowed Shows the advantages of using glass containers and takes the audience through various stages of manufacture. Visits are also made to

the department of glass technology at Sheffield University and the Glass Industry Research Association. From the Glass Manufacturers' Federation, 19 Portland Place, London, W.1.

New Minds for a New World Christopher Chataway talks to eminent scientists and personnel managers to show the opportunities which are existing in industry for young people. Length: 35 min. From I.C.I. Film Library, Imperial Chemical House, Millbank, London, S.W.1.

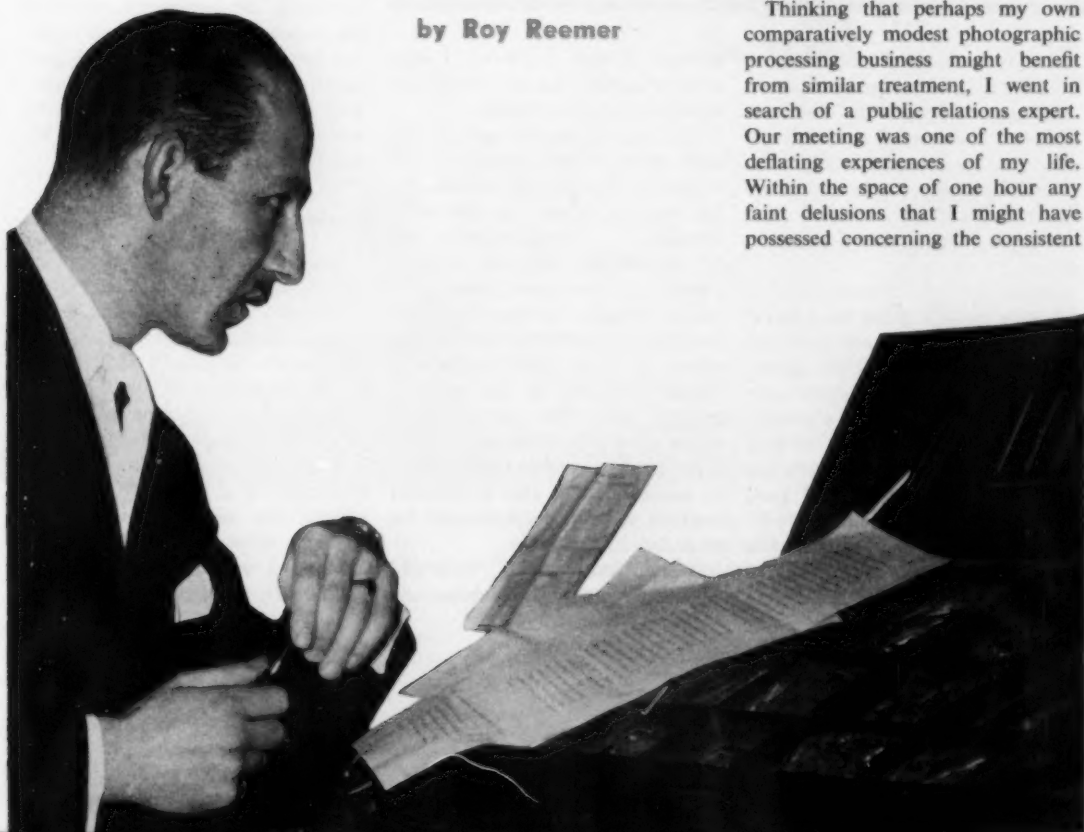
Le Capitaine H (colour) A few hours in the journey of a British Petroleum barge from Le Havre to Paris, telescoped by the film camera into 20 min. From Public Relations Department, Shell-Mex House, Strand, London, W.C.2.

What is Electronic Data Processing? and **How a Computer Works** These filmstrips are available from the Institute of Office Management, 56 Victoria Street, London, S.W.1.

House Journal That Pays

Every prestige activity costs money, but a glossy magazine of the right kind can also bring in business. Here are some clues to the effectiveness of one

by Roy Reemer



REGULARLY the question is asked: "Of what concrete value is the industrial prestige journal? Can it be said materially to improve the commercial well-being of its sponsor company or is it simply a publicity luxury for those with money to spare?"

Like many people who have heard the great men of industry and commerce discussing the virtues of public relations, I used to think that they were referring solely to the frequency with which their names appeared in the Press.

Thinking that perhaps my own comparatively modest photographic processing business might benefit from similar treatment, I went in search of a public relations expert. Our meeting was one of the most deflating experiences of my life. Within the space of one hour any faint delusions that I might have possessed concerning the consistent

WHAT PRESTIGE COSTS

Size: 28 pages, including covers, which are Royal Art Board, varnished, and in two colours on one side. Interior 24 pages are imitation art paper, 12 printed in two colours.

Costs: printing £306; block making, drawings, tints and general production £100; editorial costs £300; postage, including envelopes, addressing, etc., £115. Total £821, less income from six pages of advertising £160 = £661 per issue.

Circulation: direct mailed to 5,000 industrial, commercial and advertising photographers and to advertising managers and agents having use for photographic services. List compiled from existing customers, enquiries, past advertising and from personal knowledge and investigation. This list is governed by a card index file which is reviewed before every publication. Changes of personnel in industrial photo units, changes of address, etc., are noted automatically and the degree of response from each addressee is coded. Thus every three months the list is pared and new contacts replace those discarded.

Advertising: restricted to photographic houses of top quality.

newsworthiness of my company or my own personality had been utterly dissipated. I began to feel that nothing I could say or that my company could do could possibly be of the remotest interest to anyone other than myself and my immediate circle of friends and business acquaintances.

Then, just as I was about to calculate the size of the fee I would be charged for being told how dull was my life, my tormentor asked: "Have you ever considered producing a house magazine, a prestige journal that could be sent to your current and potential customers and to people whose interest and good will is important to your company?"

The idea seemed sound and, armed with outline costings and a few indications as to shape and

content of such a journal, I went away to consider the possibilities and to obtain a second opinion.

That was 18 months ago and the sixth issue of our quarterly house magazine, *Photographic Review*, has just been published. It consists of 28 pages, six of which are given over to advertising and its editorial content is composed entirely of feature material of interest to professional photographers and to those others, such as advertising agents, whose work has to do with the graphic arts. Our circulation is rather more than 5,000 and the time is not far distant when we shall have to increase it and also to consider stepping up production to make the magazine a bi-monthly.

We studiously avoid 'hard-sell' advertising of our own company and

concentrate the whole of our efforts upon producing an interesting, visually attractive journal that will be sought after and read. Revenue from advertising is ploughed back into improved production and the greater use of colour. A prepaid reply card is inserted in each copy in order to facilitate advertising responses and to confirm and widen our own circulation list.

By this means we have been able to ensure to a large extent that our seed falls only on fertile ground and, by the volume of advertising responses, we have been able to gauge the degree of penetration achieved by successive issues of the *Review*. In fact the number of replies received by our advertisers has been remarkably high, indicating not only that the magazine is being well read but that it is being read by the right kind of people.

These factors are, of course, the basic mechanics of publishing and, in the context of the prestige house magazine, are almost incidental to the main issue which is to promote and maintain interest in the organization on whose behalf the journal is printed. To what extent has this objective been achieved?

First, it is a fact that in the 12 months since the publication of our first issue, the company's turnover has increased by some 25 per cent. Just how much of this growth is due directly to the form of public relations we have adopted, it is impossible to say and it would be foolish to speculate.

Better than 'hard sell'

But I am convinced that our present figures would not have been achieved in the absence of the house magazine and I am equally sure that they would not have been achieved by any other form of advertising or public relations operation that could have been mounted at similar cost. Equally, if we were to cease publication today it is extremely doubtful whether our current business trend could be maintained for more than another 12 months.

Secondly, the rigidly high stand-

BUSINESS

ards of quality in half-tone and text printing that we have maintained in successive issues, has conveyed an impression of the type of work to be expected from us far more convincingly than 'hard-sell' copy could have done. This message has been imparted to many hundreds of people whose good will and respect is of inestimable value to us. This fact is brought home to us repeatedly, as we learn of total strangers who are familiar with our work.

Thirdly, outside opinion has penetrated the walls of our works and infected the staff. Their loyalty has always been beyond question and is, indeed, one of the major factors in our development over the last eight years. But the breath of public opinion has served to endorse their

pride in their own achievement. This, again, is a form of capital that cannot be bought with plain pound notes.

Having stated the case thus enthusiastically, I feel it is necessary to impose certain qualifications; for every business situation differs in some degree and those factors which have contributed to the success of our house journal may not be so markedly present in another field.

First, we are a photographic process house serving only the professional photographer and the number of trade and technical periodicals available to this class of professional is unusually small. This means that a house journal that is readable and possesses eye appeal is likely to be read with greater eagerness than one circulating in a field that is already

well populated with attractive literature. It also means that our company's advertising media list is smaller than if we were in, say, engineering or chemicals.

Second, our potential customers are well defined, so that we are not faced with any great distribution problem in order to cover fully our sphere of influence.

Finally, in the terminology of big business we are a company of modest size, whose turnover can be measured in the compass of five figures, so that spectacular percentage increases are more easily attainable than they are in undertakings of greater size. Nonetheless, whenever the question of house magazine is debated we are bound to report, "It worked for us."

END



Volume 1
Number 8

PHOTOGRAPHIC
REVIEW

For recent issues of the Review I have referred to my interviewers about the country and to my clients for photographers with whom we do business. On this occasion I should like to mention our report of photographic practice which has been suggested upon our road with increasing force during these years.

Time and again I am asked "What do the artists ASMA, after your name represent?" and "What have they to do with photography?" I reply that I am an associate member of the Incorporated Sales Managers' Association.

This question strikes me as being important because sales management is a vital part of any job that involves either goods or services and because it appears there are many members of our profession without training or experience in sales management.

In photography, where there are very few fixed prices and the buying public tends to go to the nearest and cheapest through lack of adequate information, a knowledge of sales and coming on business seems vital if the genuinely creative craftsman is to get his just reward, for the most part, however, worth appears to be priced simply on the basis of what a photographer thinks he can command.

Sales promotion is, generally speaking, one of his lower considerations, even though the greater part of his payments are taken for his services, who would be the first to appreciate a campaign directed at themselves, based, one hears too often the comment, "He's a brilliant photographer but people take advantage of him. He has no business sense."

Using technical competence and qualification for granted, it seems to me that a knowledge of sales management—pricing, promotion, presentation and a generally efficient basis for selling—has a great deal to do with photography. The demand for photographic services is growing with each year and I would like to think that the training of future generations of photographers will, as a matter of course, contain sufficient reference to sales management as to enable them to apply to the full the potential offered in their profession.

BOB REEDER, A.S.M.A.

► Pick up the Review see page twenty-two

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Read also:
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In New England States
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 The art of
photography
growing and photographing

WELL PRODUCED, carefully circulated—but is it read?
To find out, a prepaid reply card is inserted in each issue for readers to seek more information about advertised services. Thus circulation can be restricted to 'live' readers

HANOVER has the edge

A special report on the Hanover Fair, the Continent's biggest shop window for office equipment

Last month 500 office equipment exhibitors 'set up shop' in Hanover and, to liberal helpings of Strauss and Frankfurters, Germany launched its 14th industrial trade fair. Dwarfing London's Olympia and the billowing concrete marquée of Paris, the 'Buroindustrie' hall gave office equipment manufacturers plenty of scope in which to show their paces.

But in spite of the large number and wide range of exhibits, there was little to be seen which could be considered revolutionary. On the other hand, there were many modifications of existing models.

Business machines seemed particularly prone to this, especially as regards casings and colour ranges. The trend here is obviously towards more angular and cleaner lines. Machines which previously boasted curvaceous contours have now emerged with razor edges. When I questioned a German copying machine manufacturer about this change in design he reverently confided that "the Americans prefer it." The Torpedo Dynacord, Torpedo Electric, and Triumph Electric 20, are typewriters which have had this kind of face-lift. It will be another two months before the British public will have the opportunity to appraise them.

The Olympia stand also showed

traces of this new design approach and appeared to make great use of two-tone arrangements with the base colour remaining constant while the top part of the casing is offered in a range of colours. Other typewriter manufacturers had little to offer that could be considered entirely new.

As at the Paris exhibition last year there seemed to be a glut of small spirit duplicators and photocopyers. A comprehensive range of this equipment was shown by Duplomat Apparate KG, some of which is designed for the British market within the next two or three months. One small photocopier which will soon be available in this country is the Lumoprint model LCA. This smart unit is the automatic version of an existing model.

by Charles MacDonald

Although a number of stands displayed equipment for printing on a larger scale there was nothing very outstanding. Dominant in this field was Ozalid with its metallic blue machines giving birth to great piles of paperwork. Also making an obvious hit was the Rank Xerox master-making equipment in its new compact form.

There was very little emphasis on

micro-film techniques at the exhibition, yet what there was, shown by Photo Copie GMBH and Dukophot, appeared to be of the usual high standards set by German photographic engineering.

Many of the office furniture exhibitors emphasized the need for integrating filing systems with quality executive furniture. On one stand even the cocktail cabinet had a complete composite filing unit hidden behind its sophisticated veneer—possibly for recipes. Like the smaller business machines the furniture on display had a distinctly 'square' look about it and was built quite low. Furniture by Thornet, Lubke and Hados subscribed to this attractive trend. Lubke provided a chair which should appeal to 'top-heavy' firms—an executive chair which can be stacked in groups of 12.

Last year the French furniture designers concentrated on plastics and metals. But the German manufacturers have combined wood, cloth materials and tubular steel for their products. The result is not quite so 'contemporary' as that achieved by the French, yet it has a warmer and more inviting effect.

The Velow-Interorg Group from Holland offered a comprehensive range of furniture and filing equip-

ment yet their main object, as office planners, was to display a number of space-saving techniques.

Although there were no completely new filing systems shown it was obvious that the quality of the products in this field was very high, especially visible index equipment by Hugo Wagner and rotary systems by the DD organization and Waller.

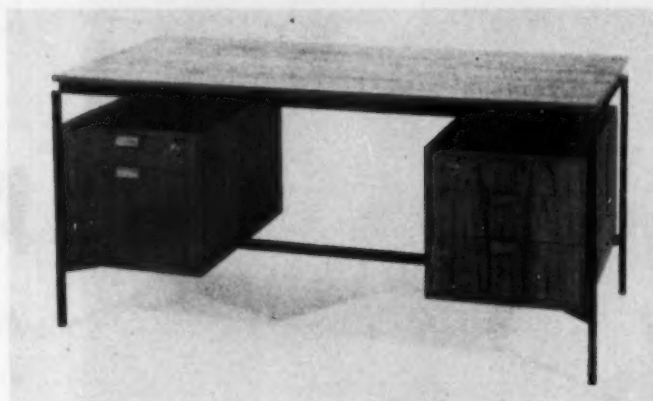
People like to hear the sound of their own voices and, providing ample opportunity was the bustling Minifon stand which appeared to make an impact with the Minifon Special, a pocket-sized tape recorder. Just around the corner the DG4 Ringmaster was enjoying equal popularity—boosted by a central dictating unit on show for the first time. Another newcomer was the RG 500 manufactured by Stenocord, a remarkable battery-operated portable dictating machine which will not be available until the end of this year.

No clues from the computers

The same organization has also introduced for the first time a small battery-operated telephone amplifier known as the TV20 which is both efficient and attractively styled.

The exhibition offered little evidence as to developments in the computer world and, to many people the earlier mysteries are beginning to wane. The I.B.M. products received their first German showing while Bull had only a punched card processing unit to offer that was of recent design. I.C.T. and Facit computers were represented but not shown. National Elliott displayed a wide range of computer ancillary equip-

continued on page 153



LIGHTWEIGHT EXECUTIVE DESK—This 'skeletonized' unit in steel and mahogany is by Thornet. It is purely functional yet very attractive



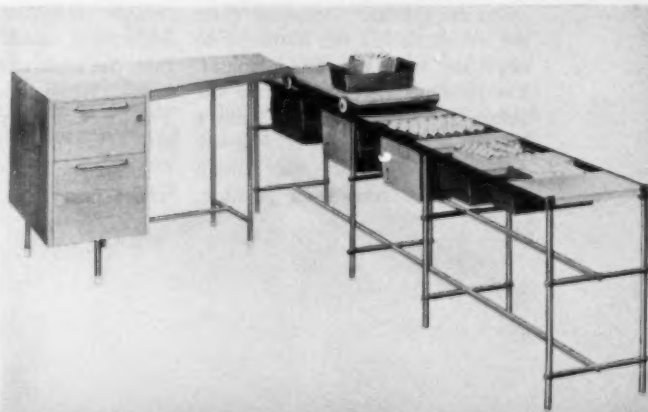
COMPACT DICTATING MACHINE—Like many other products on the Olympia stand it symbolizes the 'square' look

TWIN CHAIRS AND TABLE UNITS—Emphasizing the modern trend in design, these 'sled' type chairs are exceptionally comfortable in spite of their almost stark lines



COMPOSITE FILING AND DESK UNIT—For the filing clerk of the modern era this formidable unit by Velox-Interorg is a space and time saver

JUNE, 1961





Vending machines replaced the tea-break

A Take-over

When takeovers are in the offing workers and staff worry about their future. This could lead to serious unrest. But this company knew how to give them confidence before anxiety developed

THREE reasons are given for the success of Massey-Ferguson in accomplishing a series of large-scale take-overs without any sign of serious unrest among the employees. The firms involved were F. Perkins, Peterborough, and the Standard Tractor Company, Coventry, which were taken over in the spring and autumn of 1959. Since they were incorporated in a world-wide network, with headquarters in Canada, the conditions were such as might easily have made for a sense of anxiety and insecurity.

Such potentialities were nipped in the bud before they had time to poison the atmosphere. First, the man responsible for personnel and industrial relations, Jack Scamp, is British and is a director of the company in the United Kingdom. The advantages of this at a time of transition are crucial. Stemming from the board, he has full authority to negotiate with the trade unions. Everybody knows that he is the authentic voice of the firm; not a mouthpiece. He is thoroughly acquainted with the background facts of the company's position.

William Cockin of the Amalgamated Engineering Union, who has taken an influential part in negotiations both before the take-overs and since, tells me that this made an immense difference. "We know we are dealing with a professional," he said, "and that he is a responsible man."

Second, careful preparation was made many weeks beforehand to anticipate and overcome the industrial relations problems involved. In his Coventry office, Mr. Scamp showed me the manual of operations prepared by Vivian Frayling, industrial relations manager, which analysed the process of take-over stage by stage and detailed the action to be taken. This eliminated delays in communication that would have given opportunities for dangerous rumours to spread. A decision to remain outside the Employers' Federation made it possible to meet the trade unions directly at all levels. While the take-over of the Tractor Company was still under discussion, Mr. Scamp and Mr. Frayling met trade union representatives informally to submit draft

formulae for agreements about conditions of employment. As soon as the offer to the shareholders was announced a formal meeting was held and the arrangements confirmed.

The announcement came on the eve of the annual holiday close-down. Not surprisingly, there was an atmosphere of excitement. People were wondering whether a spate of sackings would be the next step; whether, since the company's headquarters were in Canada, North American methods would be introduced; whether they would have North American bosses, and whether they would have to put up with violent changes in conditions. Mr. Scamp and Mr. Frayling went immediately to the works and put the position to the employees' representatives fully and openly. This was the third secret of success—frankness. There was no attempt to gloss over the difficulties or to pretend that everything would continue as in the past. "They would not have believed me if I had," Mr. Scamp said, "and I wanted them to go for their few days' holiday with a fair statement to think about."

With Tact

by Clifford O. Rhodes

By a useful coincidence the Coventry works has a link with the parent company in Toronto. The Chairman, Colonel Eric Phillips, was born in Britain and fought with the Warwickshire Yeomanry in the First World War. He therefore understands the local thinking.

The President (the counterpart of a British managing director), Albert A. Thornbrough, is American, hailing from Kansas. To him it seemed a question of his duty that the highest executive in the firm should see through an operation of such importance as this take-over. Accordingly he came over to take charge personally; but this was a temporary measure. He planned to stay for eighteen months before resuming his world-wide responsibilities in Toronto. When he left, Gilbert A. Hunt, a man as British as anybody could be, was brought from High Duty Alloys to be managing director. Mr. Scamp was able to give a full reassurance that day-to-day administration was to be British through and through.

As to conditions, it was inevitable that certain changes would occur. The factories taken over would have to fit in with a firm ramifying into every continent. With an annual turnover of 490 million dollars, Massey-Ferguson owns 24 factories in seven countries and sells in 142. That a factory introduced into such a network as this should undergo changes was unavoidable.

Mr. Scamp made no attempt to disguise the truth. The points he emphasized were that blanket guarantees were valueless; there would be changes. But such changes as were considered necessary by either Management or the Trade Unions would be handled through properly agreed procedures; generally speaking, conditions would be improved in time. This attitude of complete frankness was deeply appreciated. The fact that the management had been considerate enough to avoid spoiling the holiday with worries about the future also made a good impression.

Big expansion

So the big transition was carried through and no bones were broken in the process. In the end, whereas in February, 1959, Massey-Ferguson had employed 5,000 people in the United Kingdom, by September, 1959, including F. Perkins Limited, it was employing 17,000. F. Perkins Limited is the largest manufacturer of high speed diesels in the world and owing to the special relationship with its clients, it was considered a matter of integrity to let this business retain its separate identity. Several Perkins products are specialized for particular customers and this work has a confidential aspect. As a subsidiary, it carries on its former activities.

When the psychological problem was settled planning for the future became practicable. First national councils were formed, embracing

the whole of the Massey-Ferguson and Perkins interests in the United Kingdom. The national councils cover manual workers, clerical staff, draughtsmen and scientific workers. On the manual workers' national council there was some initial difficulty as to the form of trade union representation but this was eventually resolved.

Procedures for dealing with matters of common concern between the company and the unions and for the avoidance of disputes were negotiated and agreed in 1959-60. The general policy was gradually to standardize conditions throughout the firm's plants. But standardization was not necessarily in line with the best. There had to be a measure of give and take. Wages were not standardized. It was recognized that there should be variations to harmonize with the areas in which the plants are situated. Matters affecting employees at more than one plant, general wage adjustments and major conditions of employment are negotiated at national level. Other matters are dealt with at local level, with provision that 'failure to agree' may be reported to national level.

Factory hours, previously varying from 44 to 40, were standardized at 40 a week and this led to trouble over that most cherished of privileges—the tea-break. As hours were to be reduced it was thought reasonable to replace the breaks by a refreshment service which enabled production to continue. There was some opposition at first, but this was gradually overcome. Automatic vending machines had been installed at strategic points and the men could have their cup of tea and a sandwich whenever they had a moment to spare. Very soon, groups of men working together developed spontaneous arrangements allowing one after another to slip away and refresh himself without disrupting the production schedules. So the management had the work, the men had a 40-hour week and their tea and sound British tradition was upheld. *END*

RETAILERS: Buy Your Way to Prosperity

Unskilful buying and poor stock control are potent causes of failure among shopkeepers. But wisdom in buying must be matched by imagination in display

by Leonard M. Harris
and Ulric M. Spencer*

NO RETAIL business can be better than its buyers. They must select the merchandise by which the business stands or falls. Their function is vital and must be firmly understood before the doors of the store are opened for the first time.

A buyer's prime duty is to defend the capital of his store. As the supplier, whether manufacturer or wholesaler, desires to turn his stock into cash at the earliest possible moment by selling to the retailer, so the retailer has a similar aim. Just as the supplier always wishes to sell the maximum, so should the buyer buy the minimum.

A fundamental truth, which cannot be stressed too strongly, is that profit is made by quick stock-turn. It is not achieved by giving free storage to merchandise for two or three months. Bankruptcies are caused by one or both of two reasons in the retail trade: either too much stock is being carried or else it is the wrong stock. They never arise from

* This article consists of extracts from *Profit and Personality in Retailing*, by Leonard M. Harris and Ulric M. Spencer (Business Publications Ltd. and Batsford), 35s. from bookshops or 36s. 6d. post paid from Business Book Centre, Mercury House, 109-119 Waterloo Road, London, S.E.1.

BUSINESS



having too fast-turning stock. The skill and value of a buyer can be assessed by the extent to which he is able to obtain maximum profit by using less than his allotted amount of capital. Any marginal sales, and hence gross margin, that may be lost through not attempting to stock everything all the time, are more than compensated for by the reduction of stock losses.

The year is normally divided into two seasons. This division will vary according to individual taste, but for the purposes of illustration it will be assumed that the first season runs from February 1st to July 31st, and the second from August 1st to January 31st. The decision on what the buyer will be allowed to spend on stock for the period beginning August 1st will be made four months before the period begins. On April 1st, the first *fact* to be established is the precise value of stock held on that date. (The advantage of considering a ten-month rather than a six-month period is that it is easier to observe trends in the pattern of trading, before the beginning of the new season.) An *empirical* decision then has to be made on the value of stock at cost which is wanted at the end of the ten-month period, i.e. on January 31st. Finally, it is necessary to form an *estimate* of the value of the business that is likely to be done in the intervening period between the two dates. This is not really as difficult as it sounds, for there are a number of guiding facts to help in this calculation.

Limit the range

A wise buyer will always be keenly aware of his commitments and these have to be taken into account when buying stock. When trade is booming there is a tendency, indeed a temptation, to try to meet all requirements, to go on buying and increasing stocks. This is where many retailers' troubles lie, as can often be seen from published company results; from them can often be inferred that stock losses have been a major contributory cause. Once purchases are allowed to

become unrelated to sales, not only do stocks and creditors mount and a heavy strain is placed on the store's financial resources, but, in addition, management tends to take panic action. Buying becomes banned until the general stock level becomes lower and this in itself can have a most devastating effect in reducing business still further.

No system of stock control can be operated without keeping adequate records. Stock should generally be traceable from details of date of receipt, description, cost price, original selling price, date sold and actual selling price. Analysis of this information gives the buyer indications of the best selling lines, their manufacturers, the popular price levels and a list of marked-down items. These facts are invaluable when considering what to re-order later in the season or in following seasons, as buying 'on hunch' is subject to too much error. A record of weekly sales should be kept, analysed into price and type of article, as this will also prove useful when planning advertisements or window displays. It has been proved repeatedly that wherever a stock record system has been introduced there has been a rapid expansion in the volume of trade.

Any article is entitled at the most to remain in stock through two seasons of its own kind. Thereafter it must be cleared literally 'regardless of cost.' For instance, something bought for sale in the period February 1st—July 31st, which remains unsold one year, can be put on sale again, though probably at a lower price, between the same dates in the following year. If still unsold at the end of that time, it must be disposed of at whatever price it will fetch. This is a rule which buyers sometimes find difficult to accept. Thus a furniture buyer will say, "Here is a table of good design, in perfect condition, unscratched. Why should it be sold at a reduced price simply because it has remained here for 18 months?" The reply to this is that if the table is perfect in every way but has remained in the store for 18 months, during which time

many customers wanting to buy a table have consistently passed it by, then there must be something wrong with it which the buyer and his staff, as experts, cannot see. It is far better to convert the table into money, so that a faster moving item of stock can be bought in its place. Such is the principle of jobbing or marking down.

New ways of display

The old method of having counters, which separate the staff and merchandize from the customer, is beginning to disappear in many departments. In their place stores are making greater use of fixtures which enable customers to walk all round them. The sales staff join the customer in making the selection and this gives the selling situation a different flavour. This tendency implies that stores are increasingly using exhibition types of display for their wares.

Furthermore, the woman who likes to wander round the store and look at goods is becoming sub-consciously tired of the counter. She does not want to go up to the counter and wait to be served. She wants to be able to see, and perhaps to handle the merchandize. This applies to small items as well as large. In this way, by dispensing with counters, the department store is again able to provide service which the multiple has not developed to the same extent. An open appearance inside the store facilitates the flow of people. Congestion makes the store less attractive to visit and discourages purchases.

From the store's point of view, the whole problem of allocation of space must be related to profitability. It must be possible at the end of each year to calculate, for each department and type of merchandize within departments, the profit (or turnover) per square foot. Naturally different goods will show differing rates of profit, both absolutely and per square foot, but comparison with other stores, which may be done by voluntary exchange of figures or through trade associations, will indicate a store's relative efficiency.

END

Everyone Watches

In this office, where invoices used to go out weeks late, everything is now done on time. New machines helped, of course, but much is due to a programme which lets all know what they should be doing at any given time

by Denis Ivers

WALSALL CONDUITS, in addition to the product their name implies, make over 20,000 catalogued electrical fittings. Permutations of finish, rating, and so on, create hundreds of thousands of individual items and assemblies which, together with the products of many other manufacturers, are marketed through 44 wholesale depots throughout the British Isles.

The decentralized distribution of so diverse a range of goods to many thousands of customers constitutes a complex accounting problem.

Business has expanded steadily in recent years and by 1958 sales invoicing, the issue of statements of account and the production of sales statistics had fallen into arrears to an extent which was becoming irritating to customers and embarrassing to management. The failure of attempts to stimulate the system indicated that only an entirely new procedure would: Invoice customers within 10 days

instead of three weeks or more after the goods were dispatched. Send monthly statements to customers by the middle instead of the end of the following month. Produce more quickly a wider range of statistics for the guidance of management.

Clerks on top of their jobs

The fundamental cause of the trouble was simply that the volume of work had grown far beyond that for which the original system was designed. In particular, it was impossible to plan the flow of work, with the inevitable result that it moved in a series of ebbs and flows with the same sections never up to date and others alternately slack and hard pressed. Thus staff were unable to take a pride in being on top of their jobs and morale was accordingly low. In these circumstances, of course, management could never assess the progress of the work.

One of the most important features of the new procedure is the issue of a programme each month which shows clerks in every section exactly what they should be doing on each day of the month. The results have been highly satisfactory, and obvious pride is taken by all the staff in keeping on top of their jobs.

Another important aspect of the procedure is the use of dyeline photocopying to eliminate invoice typing which previously occupied 20 typists.

Punched card equipment was installed to deal with statistical analysis and other accounting activities have benefited from its use.

Existing keyboard accounting machines have been retained for statement production, but much more efficient use is made of them by feeding them with details prepared from punched cards and by producing customers' statements on the photocopier.

A computer was considered, but,

This Programme



Because of the speed with which cards can be punched and sorted they are ideal for producing sales statistics

despite the high volumes, one could not be economic because of the diversity of goods sold and the complexity of the pricing structure. However, the procedure has been designed to take advantage of future developments in this field.

12 steps to success

The new system operates as follows:

1 Preparation of advice note. The necessity of preparing an advice note at the dispatch point because of the distribution methods, was a key factor in determining the lines on which the system should be designed. A triplicate set is used, made up as follows:

The top, as 'master' copy, laid out as an invoice and printed on translucent paper for subsequent photocopying.

The advice note identical with the master except for that part of the latter intended for prices and values which on the advice note is

filled with a list of the company's branches. Printed on pink paper.

The dispatch point copy, on green and entirely unprinted save for the serial number.

Sets are serially numbered on all copies, with a prefix indicating the dispatch point. Spare un-numbered copies of the advice note are inserted in the sets for the few customers requiring packing notes, and so on.

Black ball-point pens or pencils are normally used, but in the larger branches sets may be typed from edited customers' orders. In either case, black double-sided carbons are used to enhance the reproducibility of the master, and are incidentally cheaper than the usual single-sided carbon paper.

2 Masters arrive at head office.

Branches send them not later than the day following dispatch of goods. All are stamped with date of receipt.

3 Pricing and coding for sales analysis.

Following the prin-

ciple of operational simplicity, pricing clerks are now divided into three groups, each specializing in one-third only of the range of goods sold, and the code numbers representing the headings under which sales are analysed for management statistics are recorded in the price lists so that codes are automatically ascertained on looking up prices.

Masters pass through all three groups of clerks, who enter the prices and codes of the items in which they specialize, and at intervals during the day completely priced and coded masters are placed in the appropriate dispatch point compartment of a collecting rack.

4 The control sheet. Each morning, the rack is cleared and a control sheet, dated three working days prior to the date of clearance (i.e. normally the date of dispatch of goods) is attached to each dispatch point batch. The timing of all subsequent operations is governed by the control sheet date, which also later becomes the invoice date.

Control sheets are not attached when the masters are received from the dispatch points because they would hinder the flow of masters through the pricing stage.

5 Discounting. A list of customers is maintained in alphabetical order under dispatch points on a strip index. The strips also show the account numbers and the discounts allowable in relation to the sales analysis codes, enabling discounts to be entered on the masters by reference to the codes previously entered by the pricing clerks.

The pricing, coding and discounting entries are made in ordinary pencil, with yellow carbon paper

beneath the master to ensure reproducibility.

6 Calculations. Each invoice item is extended to a net value by adding machine operators. Extensions are checked, and each master added. The additions are not checked as they are proved at a later punched card operation, but the invoice totals in each batch are added together and the batch total recorded on the control sheet. Extending, checking, and adding respectively are performed by different operators, as experiments showed that a greater over-all output was achieved in this way. Moreover, the isolation of the simpler adding operation provides a useful training ground for juniors.

A daily summary of dispatch point totals provides a valuable early indication of the total of the month's sales.

The adding machine operators' entries are written in non-reproducible purple.

7 Card punching. A 'leader' card and a detail card for each item are punched for each master. The dispatch point, invoice number, accounting and dispatch months, and account number are punched

into the leader card and automatically repeated in the following detail cards, while into the latter are punched the analysis code numbers and values.

8 Invoice tabulating. The cards for a batch of masters are placed in the magazine of a tabulator, and the first master fed in. The leader card causes the invoice and account numbers to print on the master for proof purposes and operates a dating device which prints the control sheet date. The various item values in the detail cards are then successively printed.

When the automatic totalling attachment on the tabulator senses that the next card feeding in is for a different invoice number, the tabulator automatically prints on the master the invoice total which it has accumulated and activates the summary card punch which automatically produces an invoice total card.

The tabulator then stops, to be re-started by means of a foot control as soon as the operator has completed positioning of the next master.

The tabulator also accumulates and prints a batch total on the control sheet, which must be seen to

agree with the control total produced at the calculating stage. In the event of disagreement, the comptometer and tabulator totals on each invoice are compared to locate the error.

Tabulating completed, each batch of masters is passed to the photocopier. The leader and detail cards are filed, pencilling, sorting, and tabulating for sales statistics, whilst the invoice total cards, having been proof-tabulated and balanced, are filed pending use for the production of ledger posting details.

9 Customers' copies of invoices

Each batch of masters is sorted into groups corresponding to the number of copies required. Then each group is sorted to account number sequence to bring all invoices for each customer together, thus permitting smooth operation of the mailing routine and economy in postage.

Photocopying completed, masters are filed in numerical sequence in dispatch points grouping. There being no suitable file on the market, simple folders and spring clips are used, a very quick method facilitating rapid removal and replacement of individual masters.

Each file holds 250 masters, and when the last of the series reaches the file, missing numbers, if any, are listed on the front cover and after a week, if still missing, 'chased.'

Files are not accessible to office staff in general, photocopies being issued for the purpose of settling customers' queries. Settlement of queries is thus never delayed by inability to locate the office copy of the invoice, and customers' requests for additional copies can be satisfied by return of post.

10 Production of posting details.

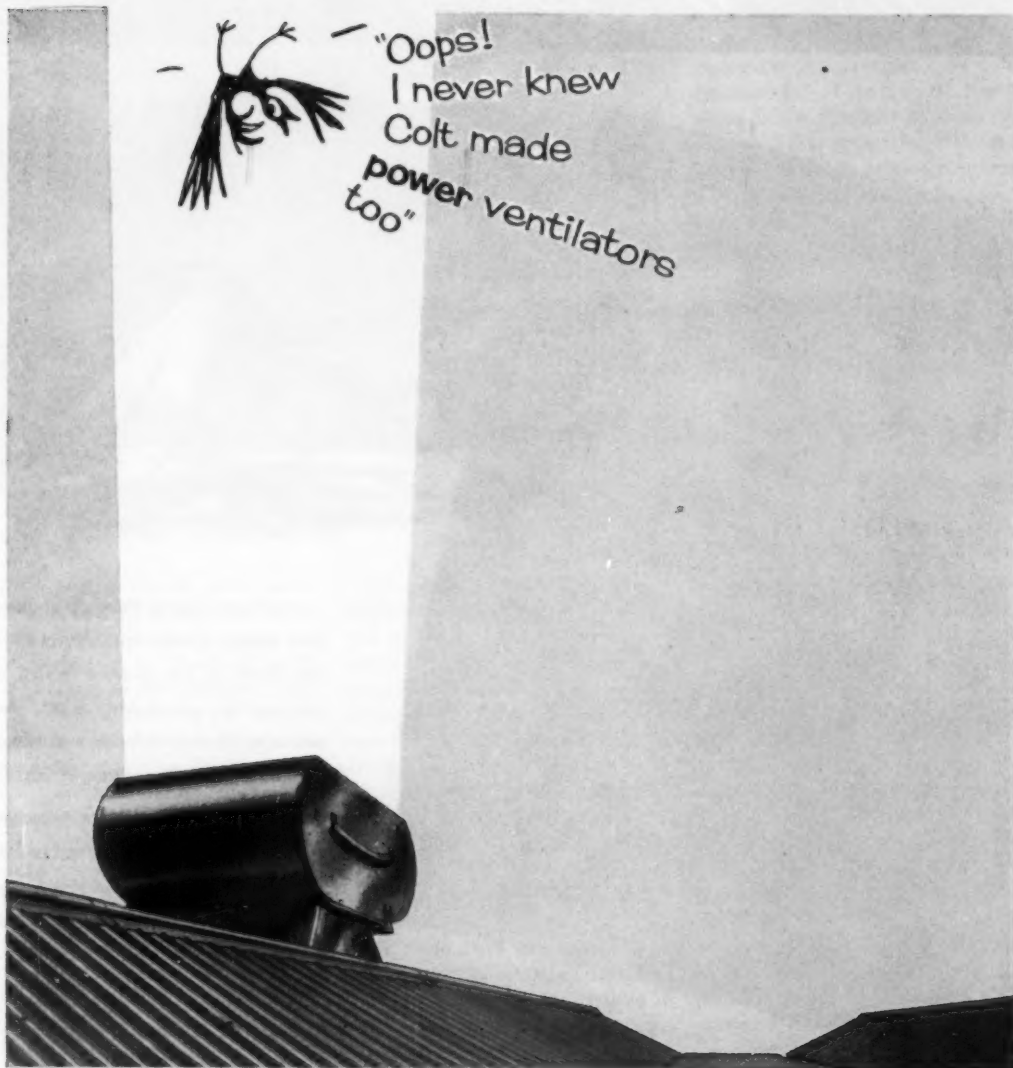
Four times a month, the total cards produced during the invoice tabulating operation are sorted and tabulated in ledger and account number sequence. The tabulations show ledger totals and a grand total which is balanced with a summary of the earlier proof-tabu-

THE BEST FOR THE JOB

PHOTOCOPYING is one of the most significant parts of the new system. It means that advice notes, prepared at the depot selling the goods, form the basis of the accounting system. Previously they were re-typed at head office, requiring 20 typists. Machine used is the Ozalid "One-Step."

PUNCHED CARD equipment is used because of the speed with which management statistics can be produced and tabulations made.

This now leaves the existing **KEYBOARD ACCOUNTING MACHINES** free for the work for which they are best suited—production of customers' statements. All too often, machines which prove excellent at one clerical task, are burdened with other work for which they are not necessarily suited. Here this pitfall has been avoided.



They do! For Colt have a ventilator, natural or powered, to meet every kind of problem—including a range of high powered ventilators such as the Upward Discharge unit shown here. Let the Colt Ventilation Service

advise you. Powered or natural, or a combination of both—the Colt engineer will tell you which system is best and most economical for you. Send for a free manual to Dept. 37.

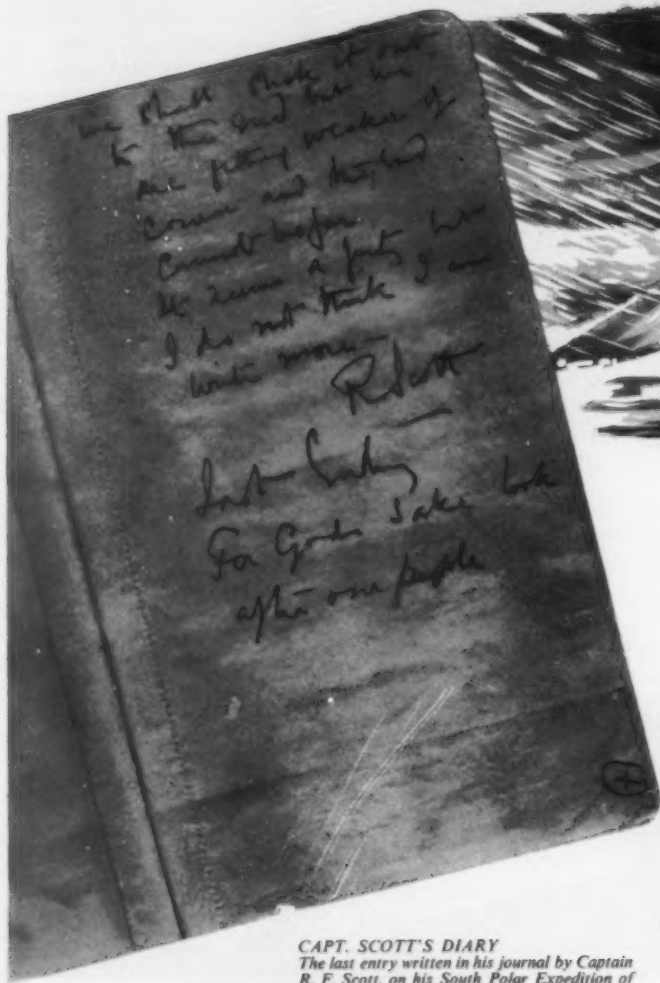
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The power behind natural ventilation and naturally behind powered ventilation too!

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The Heroism of Scott...



CAPT. SCOTT'S DIARY

The last entry written in his journal by Captain R. F. Scott, on his South Polar Expedition of 1910-12. The journal was found by the search-party in 1912. Reproduced by permission of the owner, Peter M. Scott, Esq., C.B.E., D.S.C., from the original MS. on deposit on permanent loan in the British Museum.



... during his South Polar Expedition in 1910 became known to the world by this last entry in his Journal which was recovered by a search party in 1912 and is now in the British Museum, still in sound condition after half a century of exposure.

In contrast, many papers in wide use today deteriorate rapidly. Long life and character can be assured by the use of Rag Content, Tub-sized, Air-dried papers conforming to standards approved by the British Stationery Council.

Your Printer or Stationer can offer a wide selection of these Fine Papers.



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Punched card tabulators print totals on the invoices, and batch totals. But statement production is left to the accounting machines

lations of the invoice total cards. The posting media for sales credit notes and card received are also produced by punched cards.

11 Posting to sales ledgers. The details shown on the tabulations are posted on the keyboard accounting machines to the customers' account cards, the proof totals produced by these machines being balanced with the ledger totals shown on the tabulations. A separate ledger is maintained for each depot.

12 Statement production. The customers' accounts being printed in the form of a statement of account on semi-translucent paper, statement production is simply a matter of photocopying the ledger accounts. This is done as the fourth invoice posting of the month so each ledger is in turn completed.

Statistics. In addition to the standard statistics of areas within codes, and codes within areas, a great deal of the information is produced by permutations of the punched cards.

Since the changeover to this new procedure was basically completed in August, 1960, statements of

account have invariably been dispatched to customers not later than on the eighth, ninth, and tenth working days of the month, and on several occasions a day earlier. Invoices are dispatched to customers six working days after the goods except in special cases.

The punched cards provide a much wider range of statistics more quickly, so that all the primary objects of changing the procedure have been achieved.

The cost of the new equipment is far more than covered by substantial savings in stationery and other operating costs, despite a continuing increase in the volume of work. There are now no clerical functions which depend on clerks with many years' experience.

A study in psychology

However, these results were not achieved solely by the new machines. Strict control is achieved by issuing detailed programmes for each month, showing each section exactly what should be achieved by a given date. Date of receipt is stamped on the masters, and the dated batch control sheets enable all staff to iden-

tify the work to be done on any given day.

Work is frequently one day ahead of the programme. This is because programmes assume that a given operation is completed on all batches for a particular control sheet date before any of them pass to the next operation. In fact, batches flow continuously and are not allowed to queue, but since it is psychologically preferable to issue programmes which can be beaten, this factor is deliberately ignored in the programmes.

Much thought was given to the choice of new equipment. For the punched card work, I.C.T. 40-column equipment was selected consisting of seven automatic key punches, an auto-verifier, a sorter and two tabulators with summary card punches.

Forty-column cards are less than half the cost of 80-column, and the equipment is also less expensive. Furthermore, the punching and particularly the verify-punching techniques associated with 40-column equipment, based on the former Powers-Samas principles, were considered more suitable.

For photocopying, an Ozalid One-Step machine was chosen because it performs both exposure and development functions in one operation by a completely dry process which is simple and clean. Together with Ozarapid reflex equipment has also proved most useful for such work as the production of illustrated publicity matter. Moreover, the punched-card tabulating paper being sufficiently translucent, there is no need for carbon sets on the tabulator.

The existing Burroughs Sensi-matic accounting machines and the adding machines have proved ideal for the functions they now serve. Each of the four basically different kinds of machinery is used in such a way as to facilitate the most efficient use of the others so that credit for the success of the procedure cannot fairly be allocated more to one type of equipment than another. END



Coal has a bearing on Vandervell success

Our modern world would grind to a halt without the thin wall bearing, which tames the destructive powers of friction and allows metals to revolve at high speeds without burning out. So precise and demanding are its tasks that its manufacture is the highly specialised work of Vandervell Products Ltd., whose famous bearings—supplied as original equipment to manufacturers in 15 countries—are constantly on duty on the land, on the sea and in the air.

Obviously the shrewd men who control such a thriving concern have a flair for making long-term decisions that are both wise and profitable. Vandervell choose *coal* because all their experience has proved that coal, the home-produced fuel, gives them all the steam for power they need at the lowest possible cost. They know that coal—mechanically stoked—is smokeless; they know that our coalfields contain all the coal that industry can use for centuries to come.

When it is your duty to make a decision about fuel, remember Vandervell. They choose coal. The same choice could well help your business to run more smoothly.

Here are some key facts and figures about the consumption of coal by Vandervell Products Ltd:

No. of boilers:	3 shell type
Method of firing:	Chain grate stokers
Steam pressure:	100 p.s.i.
Steam temperature:	334° F.
Max. continuous rating:	10,000 lbs/hr.
Annual fuel consumption:	3,200 tons coal

**SOLID FUEL—more heat at
less cost—and it's British**

PROGRESSIVE INDUSTRY IS GOING FORWARD ON

COAL

ISSUED BY THE NATIONAL COAL BOARD.

MARKETING—

the Biggest Waste of all

by Ann Whiting, Univac Division, Remington Rand

Especially to the smaller firm, marketing seems to be mumbo-jumbo. Yet it embraces everything from advertising to salesmen's calls. Now there is no excuse for ignorance. A flood of marketing lore is available to all. Here is the first part of a BUSINESS study

ALMOST £900 million per year is the cost of marketing in this country. Experts say this cost is rising by 10 per cent a year. For each of the 15 million family units, this means £60 per year or 23s. per week.

And where does it go to, this £900 million? An *Advertiser's Weekly* survey, published March 17, 1961, states that £345.5m. go to advertising—Press, radio, TV outdoor film, window displays. Another £63.5m. are spent in catalogues, leaflets, exhibition, free samples and gift schemes.

And this is just the beginning. Added to these figures are £6m.

in market research, £108.9m. in costs of sales management and administration, and £364.3m. in salesmen. Thus a grand total of £893.2m. Note that the cost of packaging is not included.

Staggering as this may sound, here is the real rub. The weight of informed opinion believes that rather less than 50 per cent of this gargantuan expenditure is effective.

Signposts for the small business

No small wonder that some of our Ministers are alarmed. Indeed, many people feel that this is one

of the largest single problems facing the country today.

What can be done about our apparent shortcomings? Well, there are encouraging signs. Various educational bodies all over the country are trying to impress on businessmen the supreme importance of marketing. For instance, the opening session of the London School of Marketing last month did more than signpost the road to solution—it gave some down-to-earth answers. Some are particularly applicable to the great mass of average-size business.

Their approach seems unique in that the two-day course 'Marketing in the 60's' is not intended to cater for the so-called 'marketing man.'

Taking the problem right home where it belongs, it is designed for management, of whatever sized company. It is intended to give decision-takers and budget-spenders a broad appreciation of marketing, what it involves, what modern techniques exist and how they may be applied.

To the uninitiated, Adam Johnstone's opening remarks made one pause. Had one strayed in error into a Betty Crocker Cookery School? Soon 'product mix' and 'market mix' became old friends and one realized that the whole concept of marketing was very



Are too many salesmen servicing the less productive areas? This company, for instance, found that they were not paying enough attention to the Birmingham area

much more comprehensive than ever imagined.

In two days, the challenge embodied in the barrage of ideas and the breadth of subject coverage presented by 15 specialist lecturers was completely exhausting.

Profitability is the product

Marketing, rightly conceived, is an integrated management function, cutting across all executive and departmental lines and involving the whole company. The marketing man is not an island, complete in himself, but only functions as a co-ordinator of the whole effort.

Thus, A. H. Davis, lecturer at the London College of Distributive Trades, sketched the broad theory against which the specific problems and areas of activity could be interpreted.

Marketing, he says, begins and ends with the consumer. It involves product design, production, distribution and accountancy. It includes functions like sales, advertising and publicity. It in-

cludes after-sales service, and requires endless checking and review. It uses many tools and its end product is profitability.

The tools management will use will depend on needs and budget. They are available in infinite variety, from expensive studies in consumer, industrial or motivation research, to the masses of useful information available to small business at little or no cost.

No tool, however, can be used without some simple directions; indeed, one must be aware that it is available in the first place.

Consumer research is an example of a tool to be used wisely. It should never be undertaken unless there is a real problem to be solved and the problem can be properly defined. The results must be acted upon by management and its success depends on their skill. As Dr. Nelson stated, costs run between £2 10s. and £4 per effective interview. Against this, costly mistakes can often be prevented and modern sampling techniques, running to 2 per cent accuracy, reduce the total cost.

To mention some other market-

ing tools available to management seems like teaching grandmother. But as one person put it, "I know she sucks eggs: I just don't know which ones."

Help the agency to help you

Everyone thinks they know about advertising agencies, but how many are aware that their usefulness to a company depends in large part on management's ability to state its requirements precisely, and to use agency services and information intelligently? It is painful to the advertising man to realize that 70 per cent of all new products fail to achieve sales forecast. Properly used, he can probably help.

Figures on wastage in sales promotional material are sobering. In the United States, 61 per cent of all counter cards, 70 per cent of floor stands, 71 per cent of window displays are never used. In this country the figures are probably 10-15 per cent less. The best material in the world is no good if it is never used or evaluated, salesmen are ignorant of its use,

retailers of its value. Worse yet, often the designer is not adequately briefed on the object of the exercise.

Brian Henry, director of advertisements, Associated-Rediffusion, stresses the value to marketing of the information services provided by the advertising companies. Last year, over £1 million was spent by the programme companies in direct mail alone. Quantities of sales promotional material are available. A particular TV service to marketing, the closed-circuit company sales conference, linking individuals in various places, sounds most efficient. But one would miss the beer sessions where most of the problems are solved anyway.

All the marketing aids discussed so far are usually supplied to the company from outside groups. All the London School of Marketing's experts stress the misuse or under-use of available facilities by management. This contributes to the 'less than 50 per cent effective' verdict.

Vital facts for only shillings

Of particular interest to average-sized business—indeed to any company engaged in the difficult task of sales forecasting—are the various sources of statistical information. Principal among these are the *Monthly Digest of Statistics*, and its baby brother, *Economic Trends*; the *Ministry of Labour Gazette*; the *Board of Trade Journal* surveys; the 1951 census and later editions; the report on the Census of Production, 1958.

All these, and many more, are useful to a small firm which wishes to mount a do-it-yourself effort in the marketing area. Interpretation and selection are obviously required. One person may be appointed to correlate all statistical information and feed management with its specific requirements. The book, *Business Charts*, by T. G. Rose, is also worth noting.

Since 55 per cent of the working population is employed by fewer

than 15,000 firms, while 45 per cent are employed by about 200,000 firms, the importance of the small business in the national marketing effort cannot be over-emphasized.

Any company of whatever size must appraise its sales effort, worry about territories, work loads, quotas. G. J. Hussey, senior lecturer, Hatfield Technical College, spoke of the practical use of the *Geographia* map series and described forthcoming series. Backed by booklets listing various types of

YOUR MARKETING PROBLEMS

For more about sources of information and marketing problems in general, write to BUSINESS, Mercury House, 109-119 Waterloo Road, S.E.1.

sales outlets by areas, these cost between £6 and £10, well within the reach of any company.

One interesting fact from the British Market Research Bureau, the so-called 'Jurors' Index,' states that the number of persons liable to jury duty in any given area is a direct indication of the buying power of the area.

Probably the most outstanding examples of information sources available to companies of any size, at little or no cost, are the various

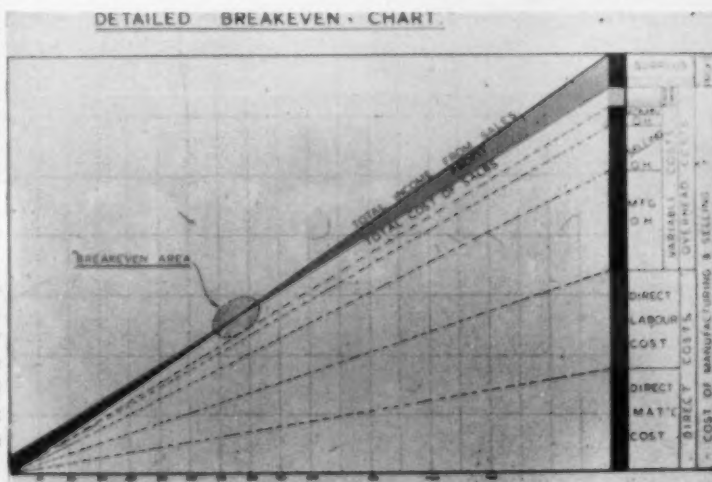
county council technical library and information services. (In this connection, the article, *The Use of Information Departments for Selling*, by Eric N. Simons, in *Engineering* for March 17, 1961, should be noted.)

G. H. Wright, chief librarian, Hatfield Technical College, claims their experience shows that only a fraction of the new ideas being generated almost daily ever percolate through to the people who most need them. Their answer to this problem is an information service on a subscription basis.

Each week, subscribers receive index cards on any subject they have previously selected. The cards contain annotated references to published articles, reports, pamphlets or new books on the subject. The cards form a ready-made company index to available literature and material may be borrowed or a photocopy purchased.

The value of this type of service was immediately apparent to the London School of Marketing. This was the key to general dissemination of current marketing information on a very broad front, a service available to anyone in the country, instead of just to com-

continued on page 153



Profit margin is frequently as slender as that shaded triangle at the top, so unproductive marketing efforts must be sought out and pruned

a code for

The trend in lighting today is towards high illumination. High illumination is an excellent thing in itself, but until now it has inevitably been accompanied by excessive glare with consequent discomfort to the eyes. This discomfort glare, caused not only by the light source itself, but also by the fittings, results in the increased light becoming instead of an aid to efficiency, the very reverse, an actual distraction.

Look at the picture. The office is more than adequately lighted, yet the light fittings themselves are not emitting any appreciable glare. The light source is, in fact, unobtrusive. *You have never seen lighting like this before!*

This is G.E.C. comfort in lighting—a new technique in which the G.E.C. has gone a long way towards removing discomfort glare by using high illumination in conjunction with low brightness fittings of high luminous output sometimes called “dark” fittings because by correct design and use of suitable materials, they actually appear to be dark.

A 40-page publication, F4695, tells you all about “Comfort in Lighting”. It is free on request.

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high level illumination without discomfort glare

comfort...

*Only the
Comfort in lighting
range meets all the
recommendations
of the new CODE
issued on April 11th
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in every type of
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THE MAN WHO ARRIVES EARLY GETS AN AUSTIN A99



The Austin A99 is not for back-seat drivers. It's for men who like the feel of the wheel. They're drive-ahead and ambitious: like a car to be the same. They've a sure appreciation of strong visual points: a penchant for the flowing unhurried line, a prejudice against fripperies. They want big performance. They want surging power. They've a taste for interior opulence, but not much use for a chauffeur. They've found there's a new sensation in driving—the high-powered motor car with the nimble soul of a sports car. They won't rest happy until they've experienced it. To these men the A99 is something more than a car—it's another big way to live life to the hilt.

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AUSTIN AND
OUT OF THE
ORDINARY!**

THE PRIZE

By unanimous consent the finest car Austin have ever created. With all the extras, except the chauffeur, built-in and gratis. Overdrive, disc brakes and dual-toning are normal equipment. The A99 accelerates like a sports car. Shows the new Italian line at its most grandiloquent. Price: £1148.12.6 (£810 plus £338.12.6 P.T.). Lordly extra: automatic transmission is a mere £71 including tax. We repeat £71 (that's a good deal less than you'd pay for it elsewhere). It makes the A99 just about the most care-free car in history.



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EXECUTIVE CAR REPORT

NOW that the Chancellor of the Exchequer has placed a premium on business cars costing less than £2,000, the Rover 3 Litre, at £1,783, including tax, must be very nearly the best value for money that a company can hope to find when it goes shopping for an executive car.

For styling, luxury, and performance, this vehicle bears honourable comparison with many selling at well over the £2,000 mark. The appearance of the car is dignified, but completely unostentatious. The interior pays every attention to bodily comfort, but avoids any suggestion of opulence. The performance will surprise and delight the man who still gets enjoyment from an occasional spell of hard driving.

Road holding is exceptional for this type of car, and the brakes—discs at the front—are more than a match for the car's genuine 100 m.p.h. Particularly impressive was the 3 Litre's ability to stop in an absolutely straight line under hard braking on wet roads. Petrol consump-

3 Litre Budget-beater

tion, driven hard, was about 22 m.p.g.

One of the things which I liked most about this car was the instrument and switch cluster, which is one of the most compact, readable, and easy to use that I have ever come across. But why, oh why, when switches since their invention have always worked vertically do these have to work horizontally?

On two other points I was likewise unable to follow the workings of the manufacturers' minds. Why, if overdrive is to be fitted (included in the above price), does it only operate in top gear? The gap between third and top is quite large, and overdrive third would be a most useful ratio.

Also, why tuck the headlight flasher

control—in itself an invaluable driving aid—behind the trafficator arm? The frequent result of flashing the headlights in a hurry to warn, say, a jay-walking pedestrian, was also to indicate a turn which one did not intend to make.

The car which I tested was fitted with power steering—optional at an extra £76 10s. The result was light, precise wheel movement, but a complete absence of 'feel.'

If this short report appears to contain more criticism than praise it is only because the over-all quality of the 3 Litre Rover makes its minor faults all the more noticeable. There is no doubt that this is a superb car, both for business and pleasure, and that it represents astonishingly good value for money. *T.B.*

Half-ton Up —With Ease



WHEN I collected the Austin 10/12 cwt. van it was already carrying its full operating load in the form of iron weights. Nevertheless, its performance in heavy London traffic was no embarrassment, and clear of town on the way home I was able to maintain a steady 50 m.p.h. Braking under fully loaded conditions was exceptionally good.

Handling characteristics when empty are improved by the fact that the engine is mounted further back in the body than is normal with this type of van. The usual 'tail light' feeling of an empty commercial vehicle is thus largely avoided.

Interior capacity is 160 cu.ft., excluding the area beside the driver if no passenger seat is fitted. Floor height is kept commendably low, which makes for easy loading and less driver fatigue. Entry and exit from the driving compartment is also facilitated.

In other ways, however, driver comfort has not received so much

attention. Personally, I found this a very tiring vehicle to drive for more than a few miles at a time. Controls, particularly clutch and brake pedals were excessively stiff, and the gear lever is so placed that to change from top to third I had to lean well forward in my seat. After a 20-mile drive in fairly heavy traffic, my back muscles were protesting in no uncertain manner.

Likewise, placing the instrument cluster in the centre of the dash may be a compromise necessitated by the need to produce both left- and right-hand-drive models, but it is certainly no help to the driver.

On the credit side, from the driver's angle, however, is the superb forward visibility of the 10/12, and the really good synchromesh gearbox, which in smoothness of operation would do credit to a family car.

Petrol consumption is reasonable, at some 26 m.p.g. on mixed about-town and between-town driving.

Price: £470 in primer finish. *T.B.*



Traffic's no trouble in
this car! The wonderful
HYDRA-MATIC
VAUXHALL

does all the worrying
for you... Changes up,
changes down, at exactly
the right moments—
automatically, silently,
imperceptibly...

Slow crawl, quick spurt—
you're always in the right
gear for it... Smooth, safe,
simple! Relax and enjoy
driving as never before!

Hydra-matic is not a grafted-on 'extra';
it has been designed to match Vauxhall's new
2.6 litre six-cylinder engine... The braking
power of the engine is always available;
no freewheeling... Reduced transmission
stress means less wear, longer life for the car...
And whenever you wish, you can still
"do your own driving"... No other British
car offers such advanced automatic
transmission under £3,000. And yet —

HYDRA-MATIC VELOX:

£775 plus £324.0.10 PT = £1,099.0.10

HYDRA-MATIC CRESTA:

£835 plus £349.0.10 PT = £1,184.0.10

*Your Vauxhall dealer will be glad
to arrange a demonstration.*

Vauxhall Motors Limited Luton Bedfordshire
HYDRA-MATIC is a Registered Trade Mark



Keep calm in the witness box

THE day is almost bound to come when you find yourself in the witness box. Whatever the capacity in which you appear, you must know the basic rules of successful witness-boxing. A witness must not only tell the truth but make it manifestly apparent that he is doing so. After all, it's no use being accurate and precise, is it, if nobody believes your story?

Your ordeal begins by the taking of an oath. Assuming that you have religious beliefs, you will be able to swear on the Holy Book of your choice. A Jewish witness would be well advised to bring a hat with him and make sure that his head is covered. . . .

If you either have no religious beliefs or your religion forbids the taking of oaths, you will be allowed to affirm. This simply amounts to a declaration that you will tell the truth to the Court—a declaration that is intended to be binding upon your conscience.

"And now, Mr. Jones," your Counsel will say, "will you kindly address your remarks to the learned Judge and do please remember to keep your voice up." Better advice you could not be given. Do not talk to Counsel. One of them is already convinced that you are right and the other that you are wrong. It is the Judge—or Magistrate or Magistrates or Jury, as the case may be—who will need the convincing. So speak to them. This applies whether you are being examined by your own Counsel or cross-examined by Counsel on the other side. And in the latter case, it will save you from being put off by a favourite trick of some barristers—attempting to unnerve witnesses by asking them questions while looking in a completely different direction. Talk to the Judge and you won't notice it.

"What is your full name?" your Counsel goes on. "And where do you live?" So starts the "examination in chief." Your barrister will do his best to prompt you and to help you along, but he cannot ask you "leading questions." A leading question is simply one which suggests the answer. For example, take an ordinary car

accident. You are describing how it occurred. Your Counsel cannot say to you, "The van crossed against a red light, didn't it?" That is leading you to say yes. What he will ask is, "What happened?"

When your "examination in chief" is finished, opposing Counsel will weigh in with his questions. And he can ask as many leading ones as he wishes. He will try to needle you, to irritate you, to provoke you. Be not provoked, irritated, needled. Remember that he is only doing his job and he is not being nasty because he has any personal feeling against you. Equally, if he treats you to a charming smile and asks you his questions in a respectful or a kindly tone of voice, don't be fooled. He is not doing it because he likes or respects you, but because he thinks that will be the best way to trap you.

So listen to Counsel's questions . . . if you don't understand them, ask that they be repeated . . . and then reply, calmly and carefully. Do not lose your temper. That is what the other side wants you to do. And do not be afraid that Counsel will take an unfair advantage of you—if he tries to do that, your own Counsel will leap to his feet, objecting vigorously. But by then, if Counsel really has been unfair, chances are that the Judge will already have choked him off.

When you are asked a question, answer it—do not reply by asking another one. You are not there to ask questions. Of course, there are exceptions to every rule. I remember with affection a Dutch gentleman who was claiming commission as agent for a chocolate firm. He told Judge Block, of the Mayors and City of London Court, of the excellence of the firm and its prospects—but continued with a sad tale of woe, ending with his leaving the employment. "But if the job was such a good one," queried Counsel on the other side, "why did you leave?" The witness turned round to the Judge, spreading his arms out wide. "My Lord," he cried appealingly, "If you were treated like that, would you stay on as a Judge?" His question was never answered—but he won his case.

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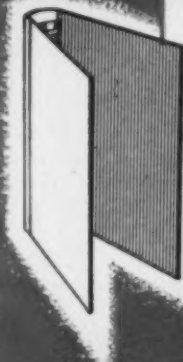


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Claim Your Steak!



THE war lasted six years, but meat remained rationed for fifteen. Right up to 1954, in fact. This, according to most restaurateurs, accounts for the fact that the most popular main course in any eating place—be it road-side café or smart Mayfair restaurant—is still a steak.

Cashing in on the Englishman's rediscovered liking for good, red meat, properly cooked and attractively served, are the proprietors of the increasing number of specialized steak houses. Still mainly a feature of the London restaurant scene, this type of establishment is now beginning to spread to the provinces.

Apart from a hangover of under-nourishment from the days of austerity, however, an important ingredient of the steak house's growing popularity is the mystique connected with the ordering and

cooking of steak which makes every visit to a steak restaurant something of an occasion.

Ordering your meal is not just a matter of selecting an item from a menu. In all the establishments mentioned below you are encouraged to choose your own steak, either by going to a special counter and having the chef carve it from the joint according to your instructions as to size, or by having the waiter bring a selection of raw steaks to your table. Your instructions about the way in which you would like it cooked are then carefully noted and faithfully carried out.

Steak house proprietors and staff like their customers to take an interest in the meat they are ordering, so some acquaintance with steak lore is an asset.

All grilling steak comes from the hindmost part of the back and

from the rump of the heifer. By weight, only some 4 per cent of the carcase is classified as prime steak, and there are six different cuts: fillet or undercut, entrecote (from the middle part of the loin), porterhouse (double entrecote), sirloin, T-bone (sirloin on the bone) and rump.

Fillet is still the most popular cut with most customers, but in my opinion it is vastly overrated and somewhat tasteless. Far more flavour is to be found in rump, or, if you have a gargantuan appetite, a T-bone. Most owners of steak houses agree with this judgment and are trying to educate their clients away from fillet. The French, among whom the fillet is also inordinately popular, at least serve it with very heavy and highly seasoned garnishings.

Given the fact that steak is just about the most expensive cut of meat from the carcase, steak house prices are remarkably reasonable. This is probably due to the fact that most establishments do their buying direct from the breeders, and that only a limited

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range of food is served. Staff overheads are therefore lower than in most conventional restaurants. Average prices in most London steak houses vary between £1 and 30s. a head, including wine. Steak houses also serve chops, incidentally.

An attribute of a steak house meal which should recommend it to businessmen—particularly at lunch-time—is that a steak and salad, with, say, cheese to follow, is a remarkably satisfying repast, but it does not leave the diner with that overfed feeling which so often reduces an executive's capacity to tackle an afternoon's work.

The Angus Steak House, Dean Street, London, W.1. A little more sophisticated than the average steak house, and much patronized by businessmen and film-world personalities. Average price for a meal around 30s. per head, including wine. Establishments under the same management in Leicester Square, Blandford Street, Fulham Road, and one to be opened shortly just behind Buckingham Palace.

The Black Angus, Great Newport Street, W.C.2. Around the corner from Leicester Square tube station and very convenient for theatre dinners. Also one of the 'smarter' of the purely steak restaurants. If you are entertaining a lady, she will probably appreciate the separate 'ice-cream menu' which is brought round after the main course. For you there is a wide selection of cheeses, or good apple pie.

The London Steak House, Baker Street, W.1. A J. Lyons' venture, but a far cry from the baroque mass-production of the Corner Houses. Light, unpretentious décor and simple furnishings, but steaks and chops of the highest order. A carafe of pleasing wine for 10s., or, other steak houses please copy, good draught beer with your meal. Service is exceptionally willing and friendly. A new departure in the steak house business, Lyons are soon to open a sister establishment in the suburbs, at Wimbledon.

Peter Evans' Eating House, Kingly Street, W.1. Guaranteed Scotch steak only, which the proprietor buys personally, 'on the hoof.' A slightly longer menu than most other steak houses, in that there is a very short fish section, and a somewhat wider range of chops and cutlets. But prices are still very reasonable and a full meal with wine need not cost more than 25s. The menu is commendable for its clarity and basic English. Another house under the same management at the corner of Kensington Church Street, and one to be opened shortly in the Brompton Road. Also the Gay Gordon, in Glasgow, but this is rather further removed from the simple chop house theme, and provides music and dancing. The London houses live up well to their motto of 'steak simple, scampi special.'

END

JUNE, 1961



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Capping a successful career in personnel management, Phillipa Lane (50), has been appointed to the Beecham Group board. She began her career in industry 30 years ago when she joined the personnel department of a radio manufacturer. Later she joined Macleans where she created the personnel department that was to become the nucleus of the personnel division serving the whole of the Beecham Group. In 1954 she was appointed Group personnel controller.

Supported by an executive staff of 34, Phillipa Lane now has responsibility at board level for personnel relations affecting over 15,000 employees in 18 territories throughout the world.

H. G. Lazell, Beecham chairman, says: "Profound changes in the structure of the group and the scope of its operations over the past few years could not have been accomplished smoothly and successfully without top attention being paid to personnel relations. The group's progress has depended to a very important extent upon the ability of comparatively young people to accept the new and heavy responsibilities that go hand-in-hand with the process of rapid growth.

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When Cyril E. Harrison was recently announced as the new president of the Federation of British Industries he became the first Lancashire cotton man to be elected into the office since 1929. His own company, English Sewing Cotton, which employs 12,000 and controls a number of subsidiaries scattered throughout the world including the U.S.A., has survived and expanded in an industry which is generally considered to be declining. His recipe for success in industry is "discipline and hard work."

Harrison knows what hard work is. He left school at 16 and started in the mills learning to weave. "In

A tough man with a tough recipe



those days we worked longer hours but the pace was not so fast. Today I believe that there is too much concentration on rights and not enough on duties." Leaving the mills at 19 he went into merchandizing and selling, building up his own business. But the English Sewing Cotton company saw his ability and made it worth his while to join them. In this firm he rose to be managing director—"taking over" the firm that took him over.

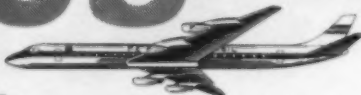
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Since 1950 Marsh has established himself at home and abroad as an authority on management and on

*B.I.M
gains a
new
director*



social problems. During the past eight years he has given an average of 150 lectures a year in universities, technical colleges and management institutes. As a result of his work abroad, in particular in India, Pakistan, and Africa, he suggested to the Duke of Edinburgh that there should be a Commonwealth Study Conference on the problems of industrial communities. The conference, which took place at Oxford in 1956, was a notable success.

Marsh has found time to write four books concerned with social problems both in and out of industry. On reflection his success is not at all surprising, anyone who can operate such a precarious venture as a Chinese bus service at an early age must surely be earmarked for the top of the ladder.

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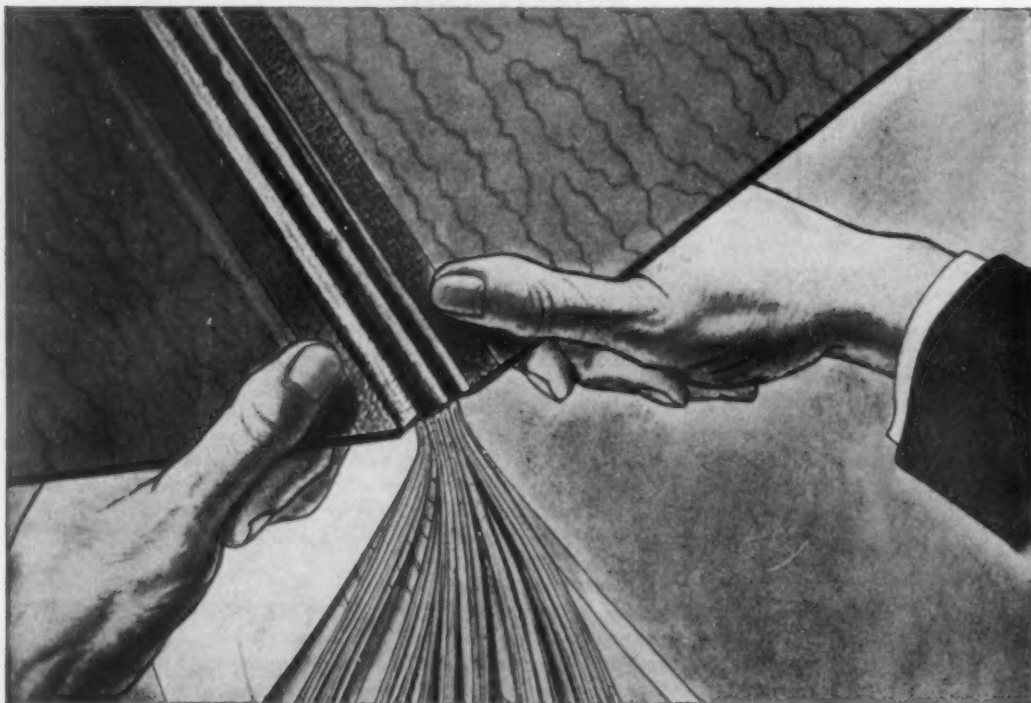
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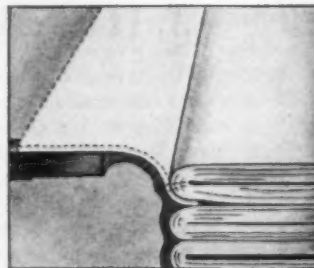
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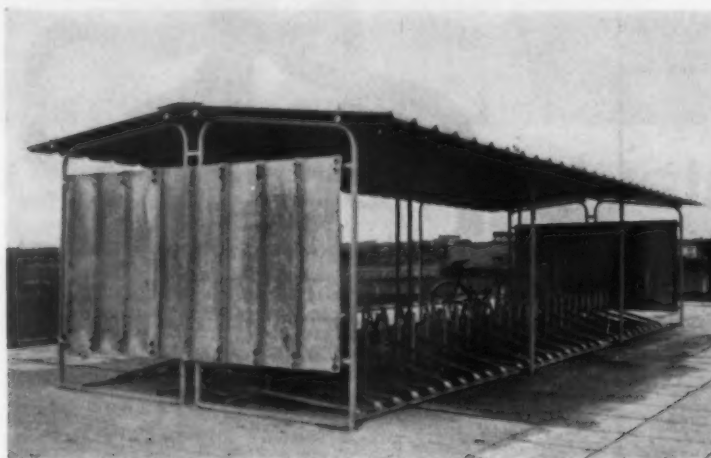
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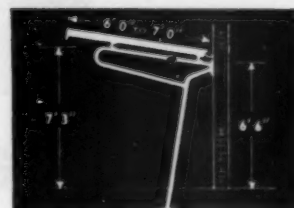
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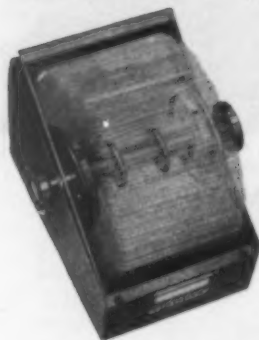
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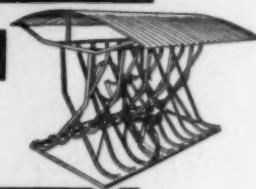
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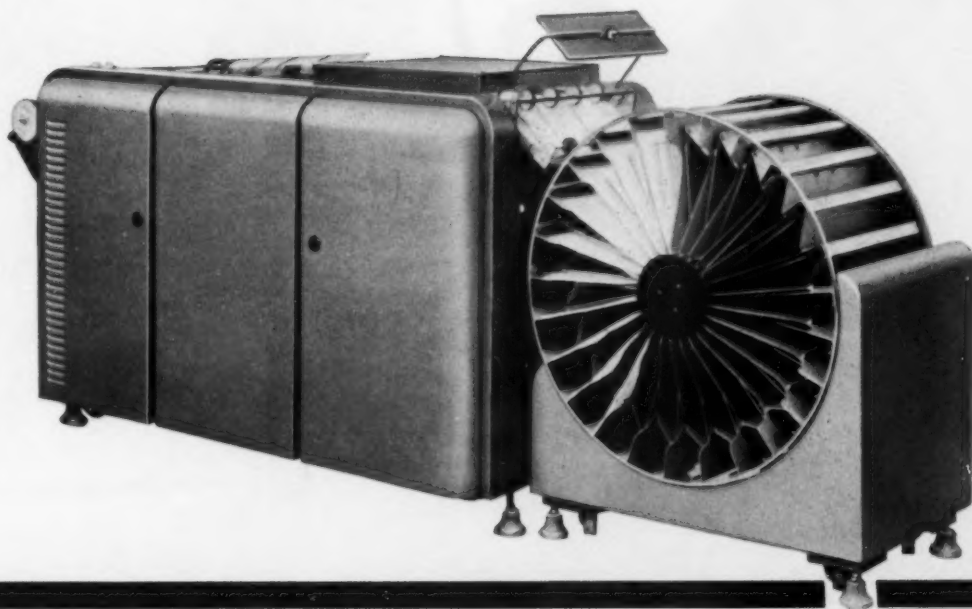
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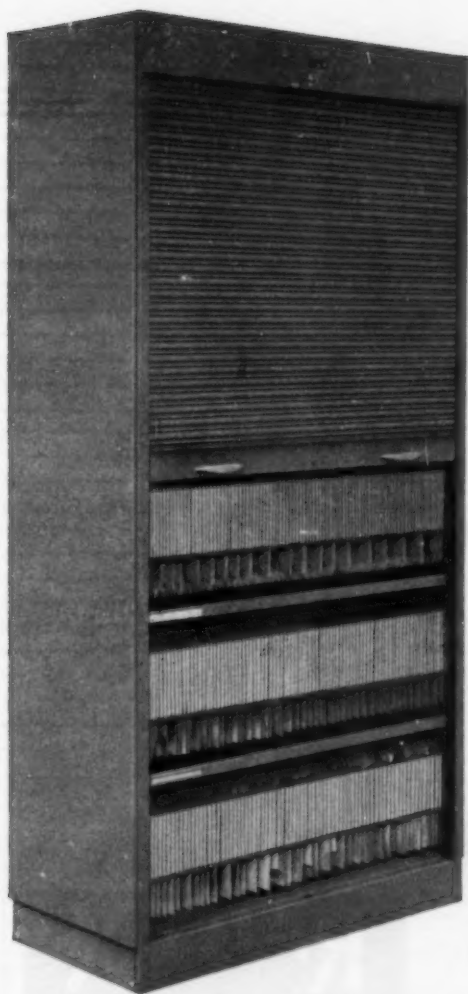
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folding machines, cheque signers, counting and coding machines, in fact the whole range of labour saving equipment made by this Company. Now the garden looks a picture, and his business shows greater profit—fair reward for a little investigation into the new models made by Pitney-Bowes. Mr. J. Bull will send you a free brochure if you write in to

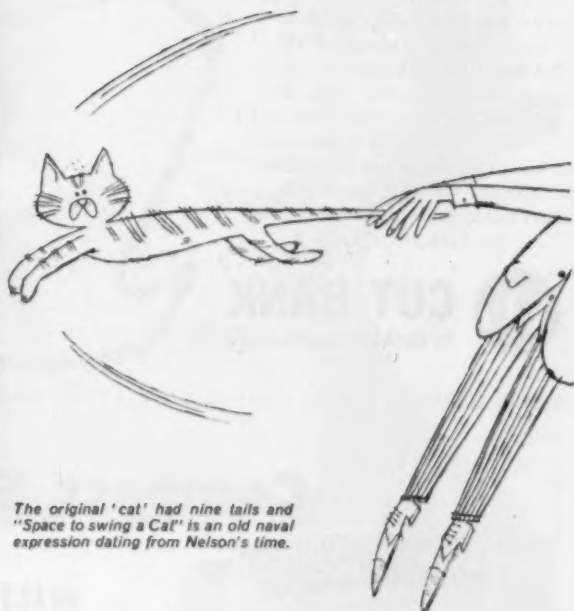


Pitney-Bowes LTD.

INCORPORATING UNIVERSAL POSTAL FRANKERS LTD.
175-176 TOTTENHAM COURT ROAD LONDON W1 TELEPHONE: LANGHAM 9331



SPACE TO SWING!



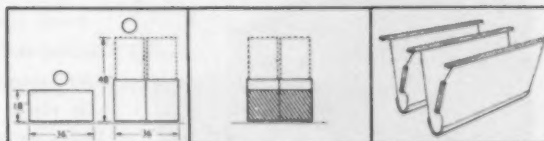
The original 'cat' had nine tails and "Space to swing a Cat" is an old naval expression dating from Nelson's time.

LEABANK LATERAL FILING

Leabank lateral filing helps to solve the storage problem which is almost as acute in the modern office as it was in Nelson's ships.

LEABANK LATERAL FILING

- * Halves floor space needed for filing
- * Twice the filing capacity in each cabinet
- * Entire contents visible at a glance
- * Available with blind, metal shutter or as an open unit



The lateral filing unit without doors or drawers allows free passage where the filing cabinets block the gangway.

The shaded portion shows the area occupied by a lateral filing unit, compared with two filing cabinets.

Metal three-sided title strips filled with cellophane protector and insert. Top linkage easily removable.

Ask your secretary to write today for literature.

Leabank Office Equipment Ltd., 50 Clifton House, Euston Road, London N.W.1. Telephone: EUSTon 1474/6

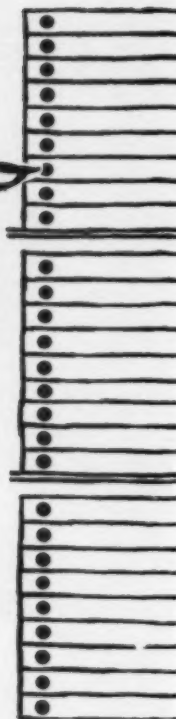
Member of the Owen Organisation

three nines
are twenty-
seven

27 boxes of YD Cut Bank in stock—and it took about three seconds to count them. You can stock-check YD Cut Bank so quickly because it's in a box. You can handle YD Cut Bank so easily—because it's in a box. Every sheet of YD Cut Bank stays clean and usable—because ditto ditto.

Choose YD Cut Bank—the fine copy typing paper in six colours and two sizes. It's in a B-O-X.

YD CUT BANK
in the business-like box



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Compact Efficiency

with

RAILEX
LATERAL FILING



Use Railex and you get more than lateral filing—you get a system which over 50 years' experience has helped to perfect.

Railex saves you valuable time, because the entire contents of the cabinet are visible at a glance, and Railex saves money because its lateral construction saves floor space.

If you're thinking of lateral filing—think of Railex—There's a Railex system for every purpose.

Write for Illustrated and Descriptive brochure to:

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OVER 50 YEARS IN FILING

HEAD OFFICE: Cross Street, Southport, Lancs.

Tel: 57192

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on me?'
I said**



Me, work a printing machine? I can't even put a mincer back together. "Don't you worry about that," they said. "This is a Gestelith." And they were right, you know; it only took a few hours to get the hang of it. I print some fabulous things, too—colours, photos; I never thought it could be so easy. It's goodbye to the old typewriter now; I'm happy with my Gestelith.



A note for the technically minded

The superiority of the Gestelith is based on simplicity of control. For example, to switch from full output to idling requires the movement of one lever . . . the Gestelith automatic controls do the rest. No worries about build-up of ink on plate or blanket, although the machine is still running. Switch back when you're good and ready and take a perfect impression first time.

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DUPLICATORS

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GESTELITH DIVISION
210 EUSTON ROAD, LONDON N.W.1. EUSTON 3238

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FOR EVERY MAKE & TYPE OF OFFICE MACHINE

"Just between you and me, of course, when it comes to typewriter ribbons BARCO provide the real article. If you'll come a little closer I'll tell you about the wonderful variety they manufacture from pure silk, nylon, to standard cotton. Ahh! you say your machine is a foreign make? Haven't you heard that BARCO ribbons are provided for EVERY make of machine?"
Our Miss BARCO would be delighted to advise you on any problem you may have. (To do with ribbons, that is)

W. J. RICHARDSON & SONS LIMITED
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(Miss BARCO wishes to make it understood that she joined the firm much later)

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This new Catalogue gives you fact-packed information on Evertaut Shelving and Works Equipment . . . a range that meets your every requirement, saves space, time and money. Write today for a copy to keep in your files.



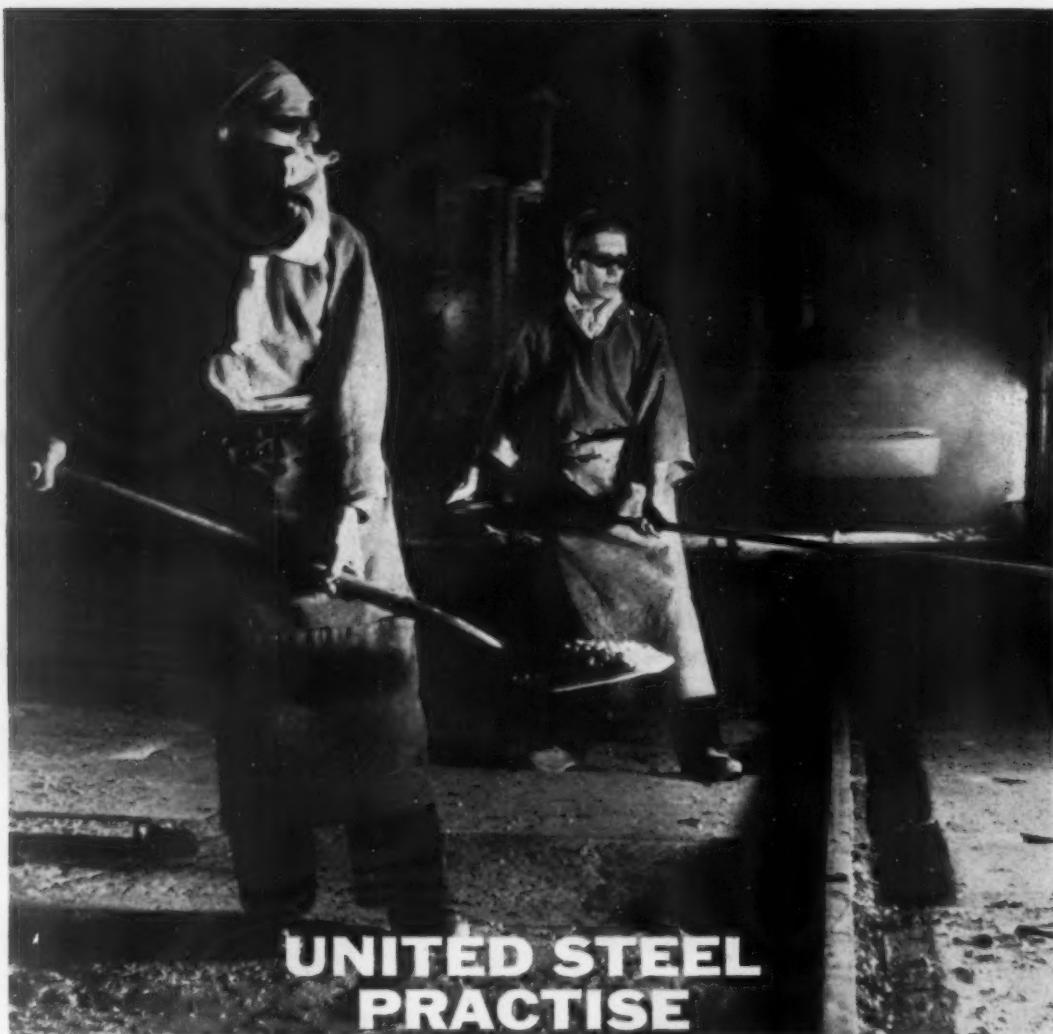
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To: EVERTAUT LTD., WALSALL ROAD
PERRY BARR, BIRMINGHAM, 22b

Please send me the new Evertaut Steel Shelving and Works Equipment Catalogue.

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Address _____



TELECONOMY *



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United Steel, and many other companies both large and small benefit from practising Teleconomy. Why not follow their example and let Com-

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(A member of the Automatic Telephone & Electric group)

DEPT. 210, NORFOLK HOUSE, NORFOLK STREET, LONDON, W.C.2. TELEPHONE: TEMPLE BAR 4506



AT 2191

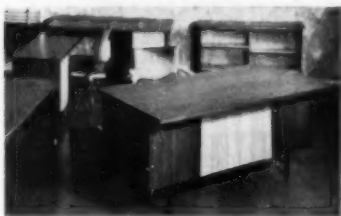
BUSINESS

New Equipment

Space saving with a choice

The new *Ambassador* range of office furniture has been designed to give the greatest possible variety of space-saving arrangements for both the individual or multiple desking. The furniture is made up from standard basic components which are working tops of varying sizes, pedestals, storage units and leg frames. The main desk and tables are 29in. high with side typing surfaces at 27in.

The tops are 1in. thick in natural sapele mahogany wood veneers or, alternatively, in hardwearing melamine treated sapele or formica surfaces. There are two types of desk pedestal, with three drawers or with two drawers. A deep drawer on metal ball-bearing runners, suitable for suspension filing and in place of two standard drawers, is available as an extra to either style of pedestal. All top drawers are fitted with a lock while pull-out reference slides, with pin



The basic components

tray insert, are fitted to all of the pedestals. These pedestals are 24in. deep exterior. Side pedestal 'ES' contains five shallow drawers and is enclosed by a door fitted with a lock, pedestal 'TL' contains one open shelf and a lower space enclosed by a door.

Other furniture in the *Ambassador* range includes two storage units and a bookcase. The bookcase can be fitted on to the top of any one of the storage units, so

making a bookcase/cupboard unit. The leg frames used throughout this extremely attractive and adaptable range of furniture are 1in. square-section steel tube stove-enamelled matt black.

Enquiry Ref. No. O6/1

One for the road

Here is a new miniature transistorized tape recorder which is small

enough to fit into a coat pocket or brief-case and is capable of working in any position, yet has the versatility in operation of many of the larger machines.

The unit is available with a range



Fits the pocket or brief-case

of accessories, lightweight earphone and stop/start foot pedal for secretarial use, and a telephone adaptor which makes it possible to record both sides of a telephone conversation.

For completely mobile recordings a remote control switch and a tiny lapel microphone are available as optional extras.

Enquiry Ref. No. O6/2

OFFICE

enough to fit into a coat pocket or brief-case and is capable of working in any position, yet has the versatility in operation of many of the larger machines.

This lightweight, called the *Clarion 88*, weighs only 3lb.—even when loaded with batteries—and measures just 7½in. by 4½in. by 1½in. Push-button controls are conveniently grouped at one end for positive finger-tip operation and the governed speed of 1½ i.p.s. gives a playing time of 1½ hours. The machine will run for approximately 30 hours on its three U.11 and three U.12 batteries. A mains converter allows the machine to be run off the mains supply when required.

Tapes made on the *Clarion 88* can be played back on any other machine having a tape speed of 1½ i.p.s. by using an adaptor which is supplied with each machine. This adaptor is necessary since the spools for the '88' are specially made so that they will not slip off their spindles even when the

Keeping a check on data

Known as the *411 Check Digit Verifier* an electronic device simplifies the preparation of computer input data. Used with any kind of tape- or card-producing equipment it automatically checks account numbers or reference numbers before they are punched, so eliminating the trouble and expense of a separate verifying operation.

The unit is particularly useful where tape is produced by an automatic punch coupled to an ordinary adding/listing machine. This equipment has the advantage of providing a 'hard copy' record of the data for immediate reference.

The *411* is virtually a miniature computer, built into a small sealed box which can be placed on or beneath the adding machine stand. In operation every number is veri-



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Head Office: Banda House, Cambridge Grove, Hammersmith, London, W.6.

Telephone: RIVerside 4121 (20 lines)

fied automatically before it is actually punched into the tape. If an item fails the punching operation is suspended and a warning light comes on. The unit employs the 'check digit' system of verification which is often written into computer programmes. This means that every account number or reference number includes a final check digit representing the result of certain predetermined calculations on all preceding digits.

The 411 can be used with any kind of keyboard equipment—cash register, adding machine, bookkeeping machine or accounting machine. It works equally well with punched paper tape or punched cards.

Enquiry Ref. No. O6/3

A new look in filing

Bringing a new look to the traditional styling of the lever arch file is the *Merit*, a file which is strong and colourful. Basically the same shape as the traditional file, the *Merit* has a number of interesting new features.

It is made in a welded P.V.C. case which is washable and permits a wide colour range. The case is extremely hard wearing and does not require the protective metal edges which are liable to mark desks or scratch bookcases and shelves. The face of the file is fitted with a clear plastic index pocket into which title slips can be

inserted and kept clean. These title slips are printed in the same colours as the files to assist colour coding—a feature which ensures that the file is kept in the correct position.

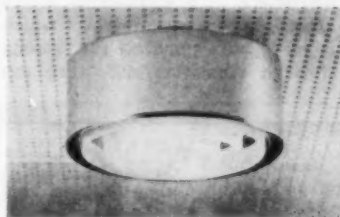
The conventional-type nickle-plate 8cm. mechanisms are used and each has an A-Z index.

Enquiry Ref. No. O6/4

Drum lighting for efficiency

A new range of drum lighting fittings is now available for ceiling or wall attachment which can be fixed individually or in groups of up to nine lights. They are from 5in. to 18in. dia. and for use with 40 to 200 watt lamps.

The units are equipped with a diffusing louvre made in opal urea formaldehyde which has a high light transmission, will not dis-



Attractive ceiling fitting

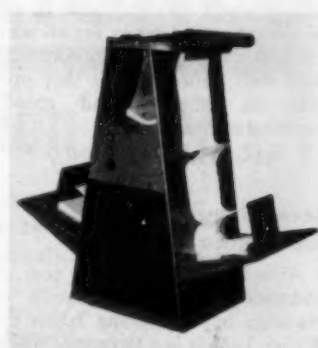
colour or attract dust and will withstand high temperatures. The concentric design gives good downward illumination with a cut-off of 45 deg. to screen the lamp from the normal viewing angles.

The drums are finished in a standard range of stove-enamelled colours, while the other metalwork and mountings are in satin silver.

Enquiry Ref. No. O6/5

Decollating carbons with speed

Where continuous one-time carbon sets are used it is generally necessary to remove the one-time carbon after the forms have been processed by the printer. In order to make the operation of carbon removal simpler and speedier this high-speed decollator has recently been developed.



Requires minimum space

Suitable for forms up to 12in. deep and operating at a speed of up to 300ft. per minute with a variable speed control the unit is extremely simple to operate. Forms in continuous length are drawn up by abrasive rollers and the carbon paper is fed through a split roller which can be easily detached for clean carbon disposal. One carbon is removed during each run of the decollator and multi-part sets are decollated by subsequent operations. A four-part set would be broken down into two-part sets and each two-part set then broken down into a single length of continuous forms.

Ideally suited where floor space is at a premium this decollator occupies an area of only 1sq. yd.

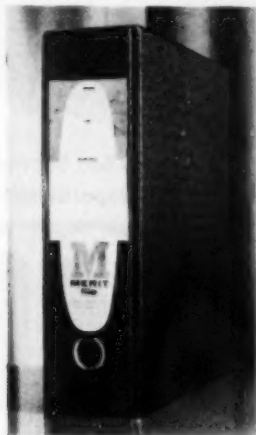
Enquiry Ref. No. O6/6

Getting it taped

Two new desk and counter dispensers have been produced for use with the *Jiffytape* range of cellulose, vinyl and write-on tapes. Both are suitable for tapes up to 1in. width, but the larger model, No. 59, is designed to dispense tapes on 3in. centre cores in 72yd. rolls. The smaller model, No. 60, is intended for use with tapes on 1in. centre cores in 36yd. rolls.

The dispensers are attractively finished in two-tone grey and maroon plastic. They are weighted for firmness and mounted on a durable rubber mat to prevent sliding and to protect desk surfaces.

Both dispensers are fitted with a steel cutting blade which enables



Smart and hardwearing

OFFICE *continued*

cellulose and vinyl tapes to be cut to the required lengths for all sealing and packaging operations. If used with write-on tapes they provide an effective and speedy marking method.

Enquiry Ref. No. O6/7

Stencils go to the top of the form

Aimed at reducing the cost of addressing multiple shipments or mailings by eliminating labels the *Weber Tab-on* is a technique where the address is touch stencilled on to the envelopes, cartons or wrappers.

Business forms are supplied with the *Tab-on* stencil in place and the action of addressing the documents by typewriter, tabulator, or teleprinter cuts the stencil. A layer of carbon paper beneath the stencil transfers the address to the forms.

When the items are ready for despatch or mailing the stencil is detached from the documents and slipped into a small hand printer. Using a simple hand movement

the carbons are touch-stencilled with the address—a faster action than gluing on labels. Each stencil is capable of making several thousand impressions and the characters are quick drying and will not smudge or fade, neither are they affected by moisture.

Where it is inconvenient to raise the address stencil at the same time as the documents an alternative type of stencil can be supplied.



Stencils clearly and permanently

These are in a continuous length attached to a backing sheet which is marginally punched for feeding through tabulators, etc., they can

also be friction fed on typewriters. After the initial writing operation they are used in the same way as *Tab-on* stencils.

Enquiry Ref. No. O6/8

On call from Sweden

Smart Swedish design and quality sound reproduction are the main features of a new range of intercom equipment which is battery operated and simple to install. The master units are powered by 9-volt dry batteries and the range between stations is approximately 2,000yds.—using a cable link.

The smallest system of the range consists of the standard *T-5S*—one master and one sub-station—which can be extended by a further three sub-stations as required. For a slightly wider network the *T-6* provides full intercommunication for up to six master stations, with all stations in direct communication. The third system, the *T-10*, controls up to nine sub-stations.

A wide range of ancillary equip-

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all tend to think, from time to time, that theirs is the most important department of the firm.

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and his executives have some claim to primacy.

A sales executive good enough for the best companies, large or small, is difficult to find but our Consultants—themselves skilled in sales work—can find him, economically and expeditiously, just as we can the other members of the team.



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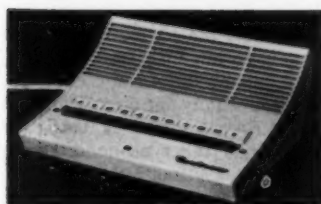
This Spicers book deals with the first steps towards creating a House Style of your own—good design applied to everything, from business stationery to delivery vans and factory signs—that can help to give a consistent quality representation of a company to its customers. The book shows, too, with actual printed examples, how much is gained in quality, how much saved in cost when a single range of good papers—Spicers Plus Fabric—is chosen for every stationery item.

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Contemporary design

ment is available with the systems, including loud-hailers with two-way talk facilities and noise-reducing microphones. The fully adjustable amplifiers incorporated in the equipment provide the extremely high output which enables the system to be used for paging purposes under noisy conditions.

Enquiry Ref. No. 06/9

Paperwork eliminated

Well-designed and safe to operate this *Fordigraph* heavy-duty paper shredding machine reduces papers of any size or thickness to unreadable strips only $\frac{1}{16}$ in. or $\frac{1}{32}$ in.

wide which is converted into easily disposable paper wool.

The cutting knives, which cannot be readily reached by the operator, are of hardened steel, self sharpening and are not affected by pins, staples or paper clips. But if jam-

ming should occur through overloading, the motor automatically cuts out and a switch reverses the cutting knives. The machine is operated by a single lever and has a shredding capacity of 600lb. of paper per hour, the strips falling directly into a detachable polythene bag.

The machine is very compact, measuring 16in. wide by 15in. deep and 10in. high, and it weighs approximately 83½lb.

Enquiry Ref. No. 06/10

Clear and easy marking

The *Speed-Neat* self-inking marking pen provides an efficient means of free-hand marking on all kinds of packages, easily, quickly and distinctly.

It will write like a fountain pen on wood, burlap, canvas, cardboard and metals, leaving a marking which is both clear and permanent. The pen has a strong metal casing and a $\frac{1}{16}$ in. felt nib, which can easily be



Tidy and easy to operate

GLOBE WERNICKE

The GLOBE WERNICKE range of desks and tables has been designed for the modern office.

The standard finish on all desks is Sapele Mahogany. The typist desk top is faced with dark grey lino.

DESIGNER: NIGEL V. WALTERS, F.S.I.A.

Sen. Executive Desk, 84" x 30" ..£58.1.0

Jun. Executive Desk, 60" x 30" ..£43.5.0

Typist Desk, 48" x 24"£27.14.0

Conference Table, 78" x 36" ..£20.11.3

Illustrated brochure from

GLOBE WERNICKE Ltd.

BILLET RD., WALTHAMSTOW, LONDON, E.17.



Freehand marking

replaced when necessary. The total length of the pen is about 9in.

The marker is supplied as part of a set comprising one marker, 12 spare felt nibs, and a gallon of indelible black marking ink. It should prove considerably useful to any postal department or stores.

Enquiry Ref. No. O6/11

Air conditioning under control

A unique multi-room air-conditioning system, called *Airad*, provides fully automatic and personally regulated air conditioning.

The unit can be suitably adjusted for all conditions, giving a choice of either heating or cooling. Designed to be used in multiple it circulates purified air and extracts excess humidity.

The installation and running cost are surprisingly low with this unit which is produced for built-in, through-the-wall, installation. In new buildings the cabinet is fitted when construction begins and the rest of the unit is fitted as the structure nears completion. In existing buildings the wall cabinet is

placed after the necessary hole has been cut through the wall.

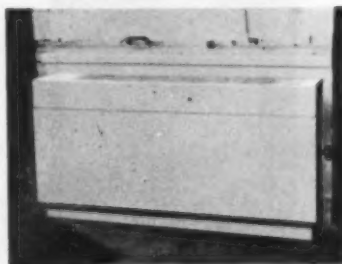
For heating the *Airad* uses steam, gas or electricity for circulating hot air, while electricity is used for cooling and other air-conditioning functions. Attractively finished, the unit is ideal for office buildings.

Enquiry Ref. No. O6/12

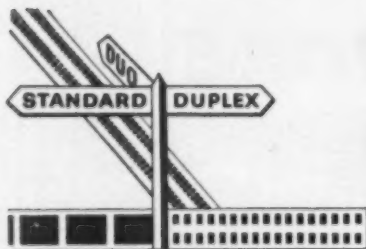
Sitting pretty

Designed for the maximum comfort and to blend with most contemporary stylings is the new Alverstone range of office chairs, it comprises a revolving/tilt armchair, a plain armchair and a side chair. Made of either mahogany or oak they are upholstered in vynide, moquette or hide.

A notable feature concerns the revolving/tilt chair which is fitted with a torsion bar action. With this spring-balance action the point of balance is high and close under the chair seat, requiring the mini-



Regulated for all conditions



3 WAYS TO RECORD with the 'RELIANT' MICROFILMER

The 'Recordak' Reliant Microfilmer gives you a choice of 3 recording methods and 3 reduction ratios.

- **STANDARD** ... Documents are recorded on the full width of the film.
- **DUPLEX** ... Front and back of each document are recorded side by side.
- **DUO** ... Documents are recorded down one half and then up the other half of the film.

Duplicate films can be made by exposing two rolls of film simultaneously.

The 'Reliant' Microfilmer also features a precision feeder, and for further operating ease, an eye-level stacking tray.

For quick reference to microfilm the 'Recordak' Industrial Reader is available. Write for details to:

RECORDAK

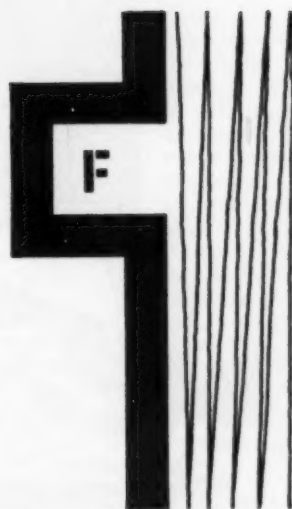
DIVISION OF KODAK LTD.

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Flexiform Office Equipment has been designed to meet requirements for filing and storage accommodation in the modern manner. Its keynotes are: Flexibility, Adaptability, Saving of Floor Space. Flexiform Office Equipment consists of:

Steel Master Units of uniform dimensions, supplied with lockable roller blind, folding doors or open, designed to accommodate a wide range of Components such as Filing Rails, Shelves with movable dividers, Card Index Drawers, Pigeonhole sections, Pull-out Desk Top, Stationery Dispensers and many others . . . Every Unit can be reconstructed to meet new requirements.

Filing Systems: It is possible to have a choice of the following: Pocket type, Hook-on, Linked Lateral, Suspended, Flexishelf Lateral.

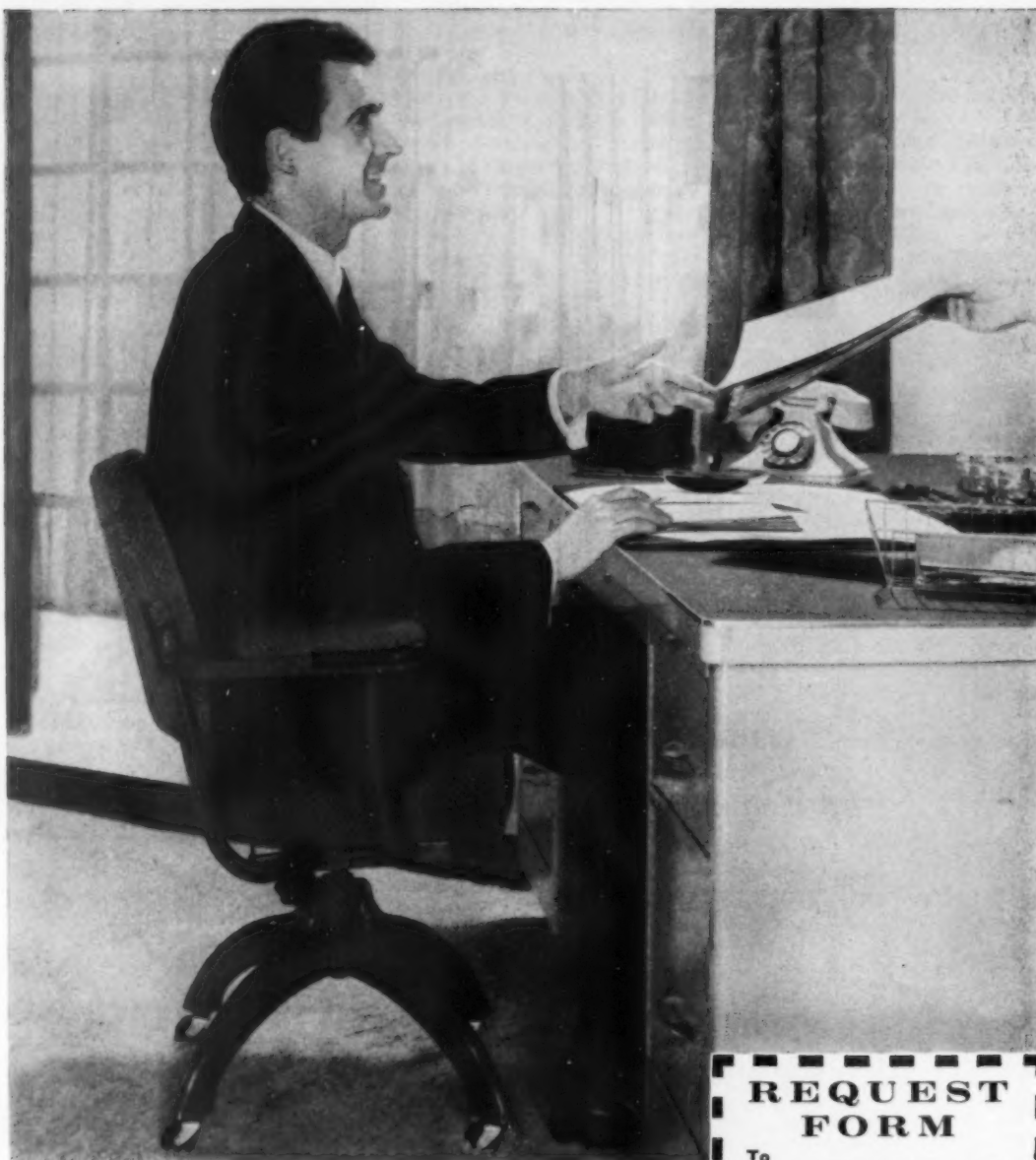
One master unit can provide up to 7 tiers of filing, equivalent to almost 3 four-drawer filing cabinets. These Systems can be used in combination or in conjunction with other components.

Flexiform takes the brake off O. & M. . . it allows instant adjustment to changing needs. Flexiform — and Flexiform alone — can provide the tailor made office; Equipment ready for change at a moment's notice; 100% space utilisation.



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FLEXIFORM



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Executives can enjoy entirely at our expense the rare comfort of another Tan-Sad Executive chair, for a trial period of one month.

This unrivalled offer is made with the conviction that once you have experienced the comfort and sense of physical well-being that come from scientific Tan-Sad seating, you will be loath to part with this executive chair.

If you are not entirely satisfied at the end of the trial period, we shall take back the chair — but how you will miss it!

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BUSINESS
HEADING

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Holborn, London, W.C.1.

Please deliver to the address
below, without obligation on
our part, one Tan-Sad Execu-
tive chair on one month's free
trial.

SIGNED

81

mum movement for maximum tilt without the danger of over-balancing. The degree of torsion can be adjusted by turning a small handle at the side of the chair. The height of this chair can be simply adjusted and set at any height from 16½ in. to just over 20 in.

Enquiry Ref. No. 06/13

Partitioning for modern offices

Providing maximum flexibility with good contemporary design is the new BW modular partitioning. The framework of the partitioning is mahogany, the standard finish of the panels being plastic finished cloth, alternative finishes being formica, timber veneer or paint. Either single or double glazing may be used.

The building panels are 1½ in. thick and may be obtained in a fire-resistant grade. Veneered plywood solid core doors with plastic varnish complete the partition.

The partitioning is easy to erect and take down, therefore making the matter of planning and re-planning offices relatively simple. In addition, the partitioning has the merits of providing positive sound insulation, particularly when double glazing is used, and may be adapted to meet fire regulations for all types of buildings. Special consideration has been given to incorporating electric wiring systems within the partitioning.

The partitioning is attractive in appearance and provides an imaginative new approach to the effective partitioning in modern buildings.

Enquiry Ref. No. 06/14

Typing in comfort

The *Cityline* office chair is styled to suit offices of all types, contemporary or traditional. It features a unique three-way 'flexi-bak' rest, which gives complete freedom of movement to the typist,

and automatically returns to the central position after body pressure is released.

An easily accessible tommy-bar controls the rake of the back and enables this to be set permanently in any position with the minimum of pressure and complete security against slip; the back may be adjusted while the chair is in use.

Other important features of the *Cityline* include full height adjustment 16 in. to 21 in., all-metal quadrant footing giving maximum floor coverage within the over-all seat dimensions, rubber ring protectors to guard against shoe scuffing, moulded latex foam cushion seat and back on 'air-cushion' thermoplastic frames and thermoplastic fairings in attractive washable pastel shades to ensure constant smartness.

The *Cityline*, which sets a new high standard in office seating comfort, is available in a range of attractive shades.

Enquiry Ref. No. 06/15

All-Electric Model 96



D'YOU REALLY ENJOY SIGNING CHEQUES?

Of course not—no busy executive does. Nor should he have to . . . it's a job for a modern machine that signs with ease, speed and absolute security—just the job for the Protectograph Cheque Signer. With a Protectograph, not only can you save precious executive time, but cheques are signed faster with 100 per cent proof against forgery. Signatures are indelibly printed in perfect facsimile. Ever seen a Protectograph eat up the work? Just ask for a demonstration or for illustrated literature to prove to you their value to your own organization.



PROTECTOGRAPH CHEQUE SIGNERS

Hand-operated
or all-electric
models available

HALSBY & COMPANY LTD., ROOM 45, 52 DEAN ST., LONDON, W.1. GERRARD 4163

JUNE, 1961

135



*"What have you done about a
fire alarm system, John?"*

*"Simple — I've given
the job to Gents..."*

GENTS
OF LEICESTER

fire alarms — don't give fire a chance!

Experience counts... Gents have had over sixty years in the fire alarm business and make equipment ranging from simple manually-operated systems complying with the Factory Act to comprehensive detector systems, approved by the Fire Offices' Committee, that give the alarm automatically — day or night.

GENT & COMPANY LIMITED • FARADAY WORKS • LEICESTER • London Office and Showroom: 47 Victoria Street, London S.W.1.

ALSO AT: BIRMINGHAM • BRISTOL • EDINBURGH • GLASGOW • NEWCASTLE • BELFAST

Taking some of the waste out of brazing

How to control heat wastage in brazing operations has never been satisfactorily solved. The hump-back conveyor goes some way to provide an answer.

Two furnaces are available for temperatures up to 1,000 deg. C. and 1,150 deg. C. respectively. They are suitable for bright heat-treatment processes and brazing, particularly of special alloy steels.

The use of the arched furnace reduces atmosphere consumption by 50 per cent, while the use of high grade refractories, backed by a strong wall of heat insulation in the furnace chamber, keeps heat losses to a minimum. The variable speed conveyor permits a greater temperature range and a wider choice of protective atmospheres.

Furnace temperatures are controlled automatically.

Enquiry Ref. No. W6/1

Materials handling in tight corners

One way to increase productivity is by efficient materials handling. Among a wide range of machines



No more broken backs

available for lifting, tipping and carrying are a series of pedestrian-controlled electric trucks which operate with ease in confined areas or on floors where heavier trucks would not be practicable.

All are very manoeuvrable and have a special safety lock on the handle. Low-lift pallet, fork-lift capable of stacking to a height of 12ft., a tractor model for pulling heavy loads, and low-lift platform are among the models.

Enquiry Ref. No. W6/2

Making the punch go further

Damage to dies will be reduced by the use of an electronic controller which continuously monitors power press operations. It is designed to protect the dies, the punch and the entire power press from damage caused by non-ejection of metallic components. The unit can be fitted to most types of power presses.

The control unit is a high-frequency oscillator and is connected to a detector head (a range of which are available) which is disturbed by nearby moving, metallic components. This causes the press control circuit to be disconnected and the press stops.

Enquiry Ref. No. W6/3

Lubrication without contamination

Dry lubrication is sometimes important where parts are subjected to extreme temperature or pressure. A new coating is useful for solid lubrication both during running-in and where operating conditions are particularly severe. It can be

applied, by brushing or dipping, to metallic or non-metallic surfaces.

A dry film coating is particularly valuable where risk of product contamination by conventional lubrication cannot be tolerated. It is colourless, non-toxic and free from taste or smell.

Enquiry Ref. No. W6/4

Shelving a problem in space

Shops, stores and exhibitors should find this range of shelving, gondolas, impulse units and display dumps useful. The shelves are of three standard lengths up to 4ft. and of five different widths. They can be adjusted as required. Grilles and divisions can be fixed to provide special displays or bins.

They are constructed of nickel-chromium-plated steel. Erection is possible with non-skilled labour.

Enquiry Ref. No. W6/5

Quick way to deal with cases

A carton opener and staple remover are essential tools in any goods - receiving department. The opener will cut any kind of cardboard or corrugated container



Cartons opened in seconds

Our staff aren't overworked . . .



but their output is amazing!

Wasn't always like that, mind you. At one time the amount of paper work was growing so fast we couldn't keep pace. But Primus Continuous Stationery solved the problem.

Our girls now turn out in 2 hours what took them 3 before, and they don't make so many errors. According to the Primus man a typist spends more than half her time collating sets of forms, inserting carbons and putting them into her machine. "Primus cuts that out," he said, "and enables them to spend all their time doing what you pay them to do—type." Reckon he was right.

What specially tickled me, though, was that there was no capital expenditure—we're still using all our original machines.



★ There is a Primus man in your area who will be glad to show you, in your own office, how Primus

Continuous Stationery can solve your problems.

PRIMUS

continuous stationery

A PRODUCT OF **CARTER-DAVIS LTD.**

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Telephone HOP 5344 (3 lines)

BRANCHES IN

BELFAST : BIRMINGHAM : BRISTOL : CRAWLEY : DUBLIN : EDINBURGH : GLASGOW : LEEDS : LEICESTER : LIVERPOOL : MANCHESTER : NEWCASTLE

WORKSHOP

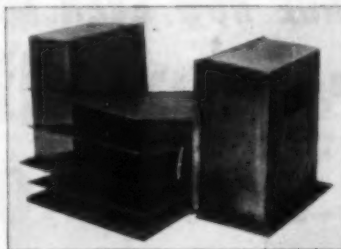
within seconds. Made of tubular steel with an easy-grip handle, it has a tempered cutting blade set between free-running steel wheels. These automatically regulate the depth of the cut when the tool is drawn lightly along the seams of the carton. There is no servicing or maintenance, and renewable blades are easily fitted.

The staple remover is a companion tool of the above and is similar except that a steel hook takes the place of the blade. Placed underneath and levered back, the strongest staples are removed.

Enquiry Ref. No. W6/6

Magnets speed the sheet-work

This sheet floater should help punch press operators who find the job of separating thin oily steel sheets difficult. The unit has powerful magnets which create magnetic fields in each sheet, so that they are separated widely



Flick the sheets

enough for the top sheet to be removed easily by hand.

A wide variety of shapes and sizes can be handled up to a thickness of about 12 gauge. With large rectangular sheets floater units are concentrated at one corner.

Enquiry Ref. No. W6/7

Stops water wastage

Much of industry is using water as an integral part of the production process. A greater check is now possible with the latest range of full-flow water meters. Four sizes can handle flows from 800 to

200,000 gallons an hour, and have simple two-bolt joints for easy installation in any pipeline.

The whole assembly can be easily removed for inspection and testing by removing only two bolts. It can be used with a wide variety of indicating and controlling devices.

Enquiry Ref. No. W6/8

Security for goods —and wages

A dual-purpose van for carrying money and general goods should help meet the requirements of the business which needs security in transit without high cost. It is fitted with an alarm system operated from the driver's cabin or



Safe, cheap and fast

EVERY DEPARTMENT AT YOUR FINGER TIPS

The Dialled Despatches pneumatic carrier tube system, tailor made to answer your specific requirements, brings the whole firm to your finger tips. Documents, sample files, punched cards, etc., which usually have to be transferred manually can now be sent to any part of a building in a matter of seconds at the turn of a dial. For speed and efficiency install Dialled Despatches.



DIALLED DESPATCHES LTD.

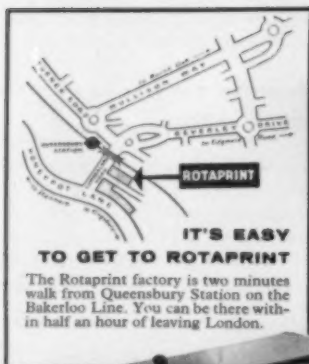
**THE GREEN, GOSPORT,
HAMPSHIRE** Tel: GOSPORT 80221/5

Reg'd Office: LIVINGSTONE HOUSE, 11 CARTERET ST., BROADWAY, LONDON, S.W.1 Tel: WHIttehall 3633



ROTAPRINT RANGE NOW EVEN MORE VERSATILE!

See for yourself at our new showroom



IT'S EASY TO GET TO ROTAPRINT

The Rotaprint factory is two minutes walk from Queensbury Station on the Bakerloo Line. You can be there within half an hour of leaving London.



NEW! THE R30/95

The latest in the Rotaprint range. Chain delivery makes it invaluable for handling a wide range of paper, card or poor bodied lightweight papers, the sheet is under complete control from stack to delivery. Printing Area 17½" x 13". Speed up to 6,000 impressions per hour.

R 70 A compact and simply operated machine covering every duplicating requirement and a wide range of printed stationery, folders etc. Maximum printing area 13" x 8½".

R 20 Although simple in operation the R 20 embodies all the latest technical developments—fully automatic suction streamfeed and inking. Printing area 17" x 23½".

R 40/80 A small machine with tremendous capacity. Will take all

classes of work from simple single colour stationery to superimposed colour half tone. This machine is also available as a systems model enabling sets of documents to be produced. Printing area 13" x 9½".

R 30/90 Uses practically any weight or quality of stock from bank papers to 6 sheet board, and is capable of the finest quality full colour work. Slits, scores, numbers, perforates. Printing area 17½" x 13".



A spacious new showroom is now open at the Rotaprint factory in Queensbury.

Anyone interested in Rotaprint economy and versatility is cordially invited to visit us to look at the extended range of machines, see their robust construction and fine finish, examine the variety and quality of the work they turn out. And you can combine your visit with a tour of the works at the same time.

Make a date now to pay us a visit—we shall be delighted to see you.

All British-built Rotaprint machines are simple to operate, easy to maintain, and covered by an after sales service which has been built up on the experience of 34 years in the business.

Rotaprint

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SHOWROOMS IN BIRMINGHAM, BRISTOL, GLASGOW, LEEDS, MANCHESTER

WORKSHOP

within the van. The driver's compartment is shielded by a steel sheet partition at the back and all windows are protected by steel bars, making entry impossible.

Inside the van are two metal security locks fastened into a frame. Each one can carry £10,000 in pay packets.

Enquiry Ref. No. W6/9

Cleaning without damaging

Sterilization has always been a big problem, because a good cleansing substance often damages containers used. A new non-dusting and non-caking powder is of use to the food and drink industries.

Cleaning and sterilization are possible with one wash where contamination is light. In some instances the substances can be used as a combination cleaner, sterilizer and bleach.

Enquiry Ref. No. W6/10

Factory security by TV

Closed-circuit television is now even easier to use for factory security. With concealed cameras watching the breaking-in points and the picture monitored on

central screens, one man can keep watch and raise the alarm when a break-in is attempted.

Each installation is individually designed according to problems of size, shape and location of buildings.

Enquiry Ref. No. W6/11

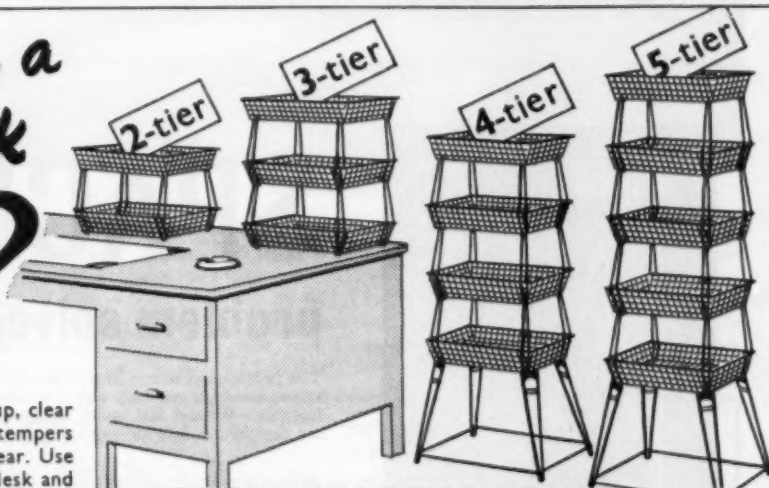


Eye on all danger spots

Ever seen a Beanstalk in tears?

Beanstalk trays, on the up and up, clear desks of clutter, smooth ruffled tempers and reduce mental wear and tear. Use them on the desk, beside the desk and on the wall. Add extra tiers—in seconds

2-tier 21/7 3-tier 34/6
4-tier 47/5 5-tier 60/4
Stand 16/6 · Wall Brackets 3/- pr.



To BEANSTALK SHELVEING LTD · CHICHESTER · SUSSEX
Please let us know where we can get them

Name.....

Firm.....

Address

1/8/1

ON THE DESK - BESIDE THE DESK - ON THE WALL

WORKSHOP

Plastic welding for everyone

A plastic welding machine suitable for handling many diverse operations has recently been introduced. Although designed to meet the demands for a smaller general purpose machine, it is quite capable of standing-in for the larger machines.

It has a power rating of 1kW. and uses high-frequency current. The incorporation of stabilized metal rectifiers reduces valve wear. No warming-up period is necessary and work can proceed immediately it is switched on. It has an over-all height of 64in., table height and width of 33in., depth of 14in.

Enquiry Ref. No. W6/12

Farming on a table-top

Many businessmen run farms, large or small, to 'get away from it all' during leisure hours. They can now plan various changes to their land on a table-top without

getting their feet wet or muddy.

Contained in an occasional table is a large-scale plan, specially 'tailored' to the farm or estate. Field names—or numbers as required—are clearly marked on the plan together with acreage and Ordnance Survey reference numbers. An enlarged plan of farm buildings is inset.

Forming an integral part of the table-top, the plan is readily removed and when reversed, displays a medium-scale map of the district surrounding the property. A concealed drawer provides space for farm data and contains a set of six smaller scaled copies of the farm plan for marking up cropping records and other projects.

When not required for planning, the table can be used like any other.

Enquiry Ref. No. W6/13

Handling loads with safety

Many objects which have to be manhandled are dangerous no matter how much care is used. A new lifter provides a safe and comfortable method of handling various awkward objects and saves

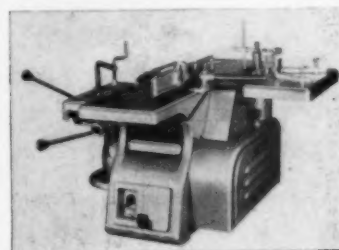
trapped fingers and cut hands.

It handles flats, channels, angles, tubes, rounds and 'H' sections. A variation of the same design handles timber, sacks and other products. The lifter is of all steel construction and has an anti-corrosion finish. It has a lifting capacity of 160 lb. and is capable of pulling 340 lb.

Enquiry Ref. No. W6/14

Seven jobs in one go

One woodworking machine can perform seven operations with precision: planing, thicknessing,



All jobs at once



SPACE problem solved!

The problem of where to put those hats and coats can be solved in a neat and tidy way if you install VALOR Steel Clothes Lockers. Robust and smart, VALOR Steel Lockers are designed to last for years. Valor make them that way!

- ★ First class quality throughout—yet cost only a fraction more than low grade lockers!
- ★ Standard size 72" x 12" x 12".
- ★ Available in single, double or triple units. Each locker fitted with hat shelf and two clothes hooks.
- ★ Six lever locks.

Valor STEEL CLOTHES LOCKERS

Small spaces too! No end of uses for these Valor Small Steel Cupboards. Measure 36" x 18" x 12".



Write for illustrated brochure to: Dept. PM/3

THE VALOR COMPANY LIMITED · Bromford · Erdington, Birmingham 24.



Systemize your paperwork with a

Thermo-Fax

'BLACK HEAT' COPYING MACHINE



£79 buys the Thermo-Fax "Courier" — £ for £ the most versatile office machine in the world!

It's 'Black Heat'—invisible, low-frequency heat waves—that gives a *Thermo-Fax* Copying Machine phenomenal speed and cleanliness. And 'Black Heat' enables it to go far beyond simple copying and do a host of other time- and labour-saving jobs. Thanks to 'Black Heat', *Thermo-Fax* Copying Machines are perfectly clean and perfectly dry. They copy almost any page

up to brief size, written or typed, printed or drawn, in 4 seconds flat. More. In 4 seconds they produce an itemised, addressed statement that needs no checking. Or 39 labels on perforated, *gummed* paper, because 'Black Heat' works without messy chemicals, fluids or powders. No wonder go-ahead offices are taking over 1,000,000 *Thermo-Fax* copies per day!

Thermo-Fax

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THE ONLY 'BLACK HEAT'
COPYING MACHINES

**A Thermo-Fax copying machine
produces reproduces**

a statement, 39 gummed
labels, a 'Short note reply',
a receive note

an enquiry, a quotation,
a specification, a legal
document

and hundreds more **IN JUST 4 SECONDS**

ANOTHER
3M
PRODUCT

'Thermo-Fax' and 'Courier' are registered trade marks of the
Minnesota Mining & Manufacturing Company Ltd.

MINNESOTA MINING AND
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3M House, Wigmore Street, London, W.1.

Please send details of the Thermo-Fax
all-electric, all-dry copying machines.

NAME

POSITION

COMPANY

ADDRESS

B.U.9

JUNE, 1961

143

here's new efficiency

for your business

Smoother... faster... these
AEI 'efficiency aids'
really streamline your business
activities. You can rent
them or buy them
outright. Send now
for the handy comprehensive
booklet.

right:
Push-button Telephones
Public Address Loudspeakers
'Intermatic' Systems
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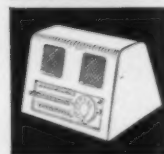
The Herald-a-phone

is the simplest and most
immediate way of getting in
touch with staff. Just lift
the handset, press the
button, and ask
for the person
required. It will be
broadcast through
all Herald-a-phones,
and the reply will
come back to you
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Telecommunications Division

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FULham 9471



WORKSHOP

mortising, spindle moulding and—
with attachments—sawing, tenon-
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It can handle heavy loads and
enables all operations to be carried
out without any change of com-
ponents. Power is from a 2 h.p.
motor. Weight is 600lb.

Enquiry Ref. No. W6/15

Simple hand pump

More rapid emptying of liquids
is possible with a non-corrosive
hand pump made of plastic. Hand-
operated, with a bore of 1½ in., it
can discharge three gallons of
water per minute with a stroke
length of 12 in.



3 gallons in 1 minute

It has an over-all length of 21 in.
closed and 31 in. when open and is
normally fitted with adaptors to
take a 3 in. hose.

Enquiry Ref. No. W6/16

Lorry-to-lorry in 15 minutes

A self-contained loader unit
promises to be of immense value
to users of all kinds of heavy trans-
port. By transferring goods quickly
from one vehicle to another,
loading time is reduced and lorries
are away on the job.

The unit is fixed to the lorry or
bay by the use of two winged bolts.
It has a lifting capacity of 4 cwt.,

TAG/108/3472

THE ACHIEVEMENTS OF
Yesterday ARE **SURPASSED** Today

Modern production methods in industry can now be matched by up-to-the-minute amenities for personnel.

For most jobs in works and factory, Sketchley can supply on loan, without capital expenditure, coloured and white overalls for both men and women.*

Each wearer is individually measured, and Sketchley deliver clean garments regularly, each week.

Repairs are done when necessary, including button replacements, and the garments are replaced when worn out. A firm's Badge Service is also available.



* Free brochure, giving full particulars, obtainable from:—



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**AUTOMATIC
SANITARY TOWEL MACHINES**
are essential equipment in every modern



**FACTORY,
OFFICE
BUILDING,
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ETC.**

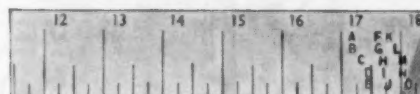
where women
are employed

The machine illustrated dispenses the well-known 'KOTEX WONDERSOFT' Soluble Towel, individually packed in cartons with two safety pins. We can give prompt delivery of both the machine and towels. The mechanism allows for easy adjustment to a selling price of 2d., 3d. or 4d.

**12 MONTHS'
GUARANTEE**

Full particulars from
THE SIMPLAMATIC MACHINE Co. Ltd.
42 Old Bond Street, London, W.1 Tel.: HYD 5461

JUNE, 1961



**Here is printed proof
of timed patrols!**

One of the many exclusive features incorporated in the Blick Watchman's Clock System is the use of calibrated paper charts. Synchronised with the visual time drum, which is motivated by an eight-day, jewelled, escapement movement, they provide printed proof of timed patrols; when filed in the specially printed record book they constitute a permanent record.



ONLY THE



**WATCHMAN'S
CLOCK
SYSTEM**

HAS BUILT-IN SECURITY

BLICK TIME RECORDERS LIMITED

96-100 Aldersgate Street, London, E.C.1. Telephone: Monarch 6256

SPACESAVER - a BIG step forward in storage and materials-handling



SPACESAVER is designed to save space, time and money. It is the most advanced British-built storage and materials-handling system!

SPACESAVER eliminates all unnecessary handling. Every bit of storage space is fully utilised. Installations are quick to erect or re-group.

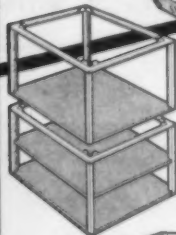
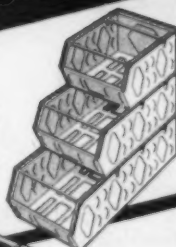


SPACESAVER installations always look neat, and their cost is soon recovered by the increased efficiency of your stores and the better use of available space.

BRADLEY & COMPANY LTD.
Albion Works, Bilston, Staffs.



Semi-open container front provides instant accessibility and at-a-glance visibility.



The rigid self-stacking shelf units can be built up to whatever length and height required. Additional units can be added whenever needed.



The **SPACELIFTER** Truck and other accessories turn **SPACESAVER** Storage into a complete materials-handling system.

write for full details TODAY

To Bradley & Company Ltd.
SPACESAVER Equipment
Albion Works, Bilston, Staffs.

Please send me the FREE
16 page SPACESAVER booklet

NAME

ADDRESS

B

WORKSHOP



Up and over

and the loading of a 7-ton lorry takes approximately 15 minutes. Power is supplied by a 2½ h.p. four-stroke engine. Other engines can be fitted if required.

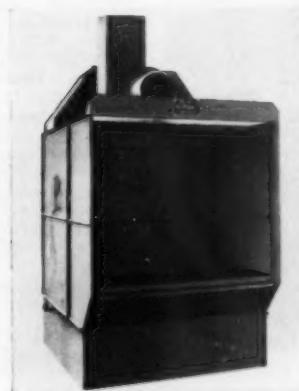
Enquiry Ref. No. W6/17

Mobile spray booth

A mobile spray booth 5ft. wide, 4ft. over-all depth, with a height of 9ft. 2in. to the fan is now available. Two versions are produced: a standard bench type and one that can be converted to the full size.

The fan is driven by a 3 h.p. motor, and there are no pumps, filters or pipes. The booth is made from sheet metal.

Enquiry Ref. No. W6/18



Spray it anywhere

BUSINESS



*Sheer
Slavery!*

by

RECORDACALL

Yes! 24 HOURS of it EVERY DAY. And you need have no conscience about it. For this is within the capacity of the RECORDACALL—the latest in the range of Telephone Answering Machines.

When you must leave your 'phone or do not wish to answer it the RECORDACALL will speak to the caller—long distance or otherwise. All that has been said will be stored on tape for instant playback at your convenience. The FOOT PAUSE CONTROL makes transcription of the message simplicity itself.

So if you are investigating the use and application of Automatic Telephone Answering Machines within your organisation remember to contact us for advice on the problem.

RENTAL (including full maintenance)
RATES are from as little as

25/- per week

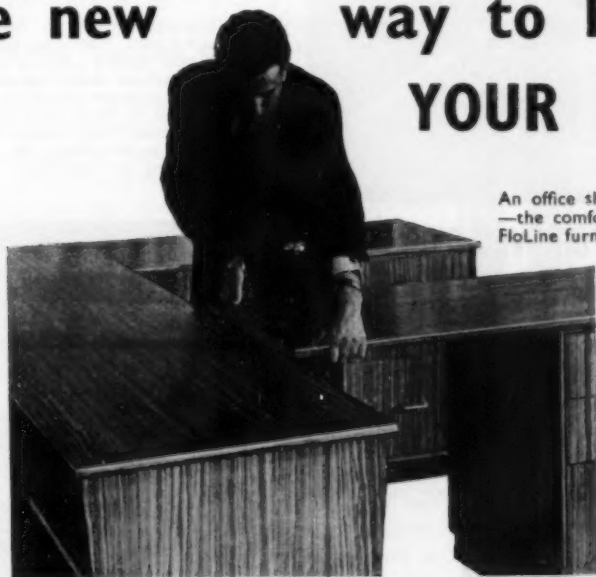
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KINGSBURY WORKS, KINGSBURY ROAD, LONDON, N.W.9

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the new way to PLAN YOUR OFFICES



An office should be planned with three things in mind—the comfort of your staff, efficiency and appearance. FloLine furniture is ideally suitable for all these and it has many other outstanding advantages:—

- The durability of metal with the warmth of wood. Resistant to scratches and burns. (Greatly approved by Insurance Companies.)
- Cannot rot, warp, shrink or split.
- All tops are 4' x 2' so that your office can be planned on the modular principle and altered or added to as you wish.
- All external surfaces covered with FORMICA laminates.
- Drawers made from selected hardwoods, and insides treated with dirt-resistant coating.
- Complete rigidity—bases fitted with plinths rather than legs.
- A wide range of standard finishes available and special colour schemes produced at no extra cost.



The work and appearance of your offices will flow with FloLine

Please write for fully illustrated details to:

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Telephone: EAL 6995

DaSR661B

AUSTIN invest in B.V.C.



Impacted grease & dirt removed over large areas, with the battery-driven scarifier

This is not the M.1 . . . but a surprising amount of impacted grease and dirt accumulates on it. Not surprising, after all, Austin's is a very, very busy place. Here's a battery driven BVC "Hedgehog" working on "compact". Freedom from trailing cables gives absolute freedom of movement.

Then there's the "Otter"—the only battery driven floor scrubber that scarifies or polishes. It's ideal for vast expanses of heavy-traffic floors in factories, garages, canteens etc. The "Hedgehog" and "Otter" are but two of the BVC family of Floor Maintenance Equipment. The full range deals with every floor cleaning need.

B.V.C.

FLOOR MAINTENANCE EQUIPMENT

THE BRITISH VACUUM CLEANER AND ENGINEERING CO. LTD.,

Dept. FME/B.2. Goblin Works, Leatherhead, Surrey. Ashted 866

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BUSINESS

Some Welcome to the Business Jungle!

Continued from page 70

two categories. There's the older man who's gone on to personnel side because somebody's discovered he's got a flair for it. He gets strong emotional satisfaction from the fatherly aspect of his rôle and is liable to need affectionate feedback from his charges.

The other type is the man in mid-30's, qualified in industrial psychology. He's in personnel because he sees it as a clean, professional job. He is cool, detached and, he would like to think, scientific. Both spend a great deal of time thinking, talking and writing memos about training the company's future executives. They worry about the appropriate ratio between formal instruction and 'job satisfaction.' They speak in hushed tones about skills in human relations.

Spending a few weeks in the firm's various departments trying to get the hang of other people's jobs is guaranteed to kill enthusiasm. ('How surprising—you weren't meant to do work'.) Indeed, restlessness and intellectual underemployment among management trainees reached such a pitch last year that it formed a main topic at last year's national conference at the B.I.M.

Courses, day and residential, lectures on commercial principles, discussion groups where members examine problems of social interaction, such as the decision-making process, are splendid distractions provided the organizers don't overdo it. Dozing during a talk on transport policy can happen to anyone if he's heard the sales director on marketing problems and the chief accountant on company finance in the course of the two previous hours. Has he any hope of being awake for the man from organization division who takes the floor during the afternoon with 'Economics as a contribution to Management'?

He's met the boss —but so what?

As for expecting him to hear through the muffled throbbing in his head the heart searchings of two middle-aged directors discussing ethics in business, or asking him to bring flagging mental powers to bear on propositions such as—"We are the custodians of our own virtue, if not always of our own conduct"; "Business is not inherently evil—only tougher going morally"—isn't he beyond it by nine o'clock that evening?

However, the course has most probably meant

JUNE, 1961

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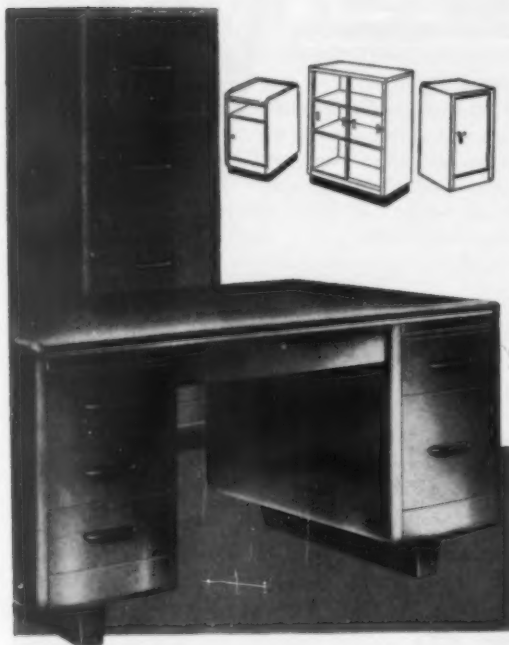
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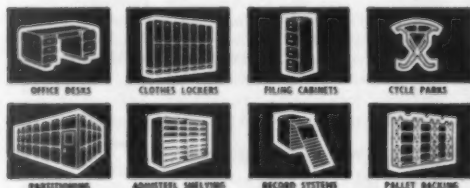
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Some Welcome to the Business Jungle!

that he's seen some of the top chaps and they've met him. So he feels vaguely satisfied by the outcome. That is, he may do, until he overhears the company psychologist remarking to a colleague that willingness to be lectured at indicates undue dependence—an ill-suited characteristic.

A chance to do a real job first, detailed study afterwards, when you know more what to look for, seems to be the cry. Taking additional qualifications? Fair enough, provided the company pays fees and gives you more responsibility ("Oh those void years till the 30's").

Learning by one's mistakes is the most appreciated form of training and understandably the least popular with managements. "My predecessor was throwing away thousands of pounds a week. Our slips cost money," said a budding Scottish Television executive on the time-selling side. So far he'd only had one credit note of £550 'thrown in his face.' He didn't intend ever to have another.

Projects—innocuous but so dreary

The project is another method favoured for initiative-building qualities (shades of East Cheam Comprehensive). This is most savoured by the performer when it is geared to a real life situation, such as flogging a new product on a pilot sales drive. "We can't damage the company because it's not identified product-wise," said one Horlicks' trainee, delighted with his grasp of the jargon, "but we can make or break the product." They were also enjoying the chance to make or break themselves.

The research project is a less exhilarating version. Information-getting is a lone-wolf pursuit, and who's going to read it anyway? At Marks & Spencer, projects involving suggested 'improvements' or changes around the place are avoided. Newcomers with acknowledged aspirations are enough of a trial to less well-placed employees.

Whichever way you look at it, training arrangements are a burden on management and busy executives who have to act as teachers may not have the necessary inclinations or aptitudes. One firm is trying to get over this by means of a scheme in which trainees have a planned programme, but have to be responsible for their own timing and progress. This challenge-making tactic is called 'self-paced training' (a name which recalls 'self-regulation,' a progressive form of nursery toilet training). Indeed, the general tone of the instructions is permissive enough, but now and again is a hint that Nannie has

eyes in the back of her head "... you can dawdle or accelerate as you wish ... Needless to say, if you dawdle too much! ... (warning) ... An opinion is being formed about you." And on another subject, "You would be unwise to regard this as mis-spent time."

However, when the young man emerges from this energetic snakes-and-ladders bout; keeping tabs on himself with the regions and with head office; keeping a log of time spent acquiring this or that know-how; checked against the company boggy, and rechecked (in red ink this time) against the local supervisor's estimate of how much longer he needs at it, he is probably well on the way to executivedom.

Management, according to John Tyzack, one of today's experts, like war, consists of long periods of routine divided by short bursts of activity and peril. Any notion among young men that these schemes can be used as short cuts, in the highly emotional world of business, to money, status and power is doomed to disappointment.

Nosing around, one has the impression that stockpiling of talent to anticipate wastage is dying out. This makes for cosier inter-trainee relations. Committed as they are to higher things, there is no safety for them in numbers and the chief cause for sideways looks among pals is sudden and unexplained increases in trainee intake. These are anxiously measured against expansion prospects. "Will there be room in the middle, let alone the top?" "Of course I'll help old What's-his-name along. But God help him if he beats me!"

Disconcerted, too, were men recruited as they thought for a particular company, and who subsequently found that the parent organization might at any time whip them into some other field of endeavour. They were developing loyalties which seemed to them important. They resented the cabalistic goings-on upstairs where fates were sealed and group ties annihilated.

Democracy—but not for him

In the curious state of dependence which lies at the core of traineeship, human dignity is both precious and over-exposed. And although the chaps are cordially invited to express preferences in the democratic way we do things now, it's understood that the individual's choice is usually the least of the factors affecting the decision. But after all, this kind of polite charade is not too hard to take. We learnt about this, too, in the nursery.

"Have some wine," the March Hare said in an encouraging tone. Alice looked round the table, but there was nothing on it but tea.

And tea is something you can be sure of finding in the office.

END

JUNE, 1961

Famous pencil sharpener gets the sack!



"Stubby" Carver as millions will remember him

"Stubby" Carver, the man who cut himself out a reputation as the world's finest pencil sharpener, is out of a job.

Yesterday, after 43 years as Personal Pencil Sharpener to the Chairman of Britain's largest importer of camel saddles, he was told that his services were no longer required.

The Chairman has bought himself an electric pencil sharpener.

"Zum noo-fangled gadjit" was Stubby's description of it.

But the Chairman told our reporter: "It's fantastic, Sir. Entirely automatic, y'know. Not even a switch to press. You simply dip your pencil in, hold it there just a couple of seconds, and you've got a perfect point."

"It's an immaculate-looking instrument too (not like old Stubby!). Self-contained... no flex trailing about. Looks extremely smart on me desk."

And so Stubby begins his well-earned retirement.

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standardized, and all companies make regular statistical returns to head office. Not only does this enable the parent concern to direct over-all group policy, but it means that local companies can refer to HQ for day-to-day operating information that a small concern on its own would not have the time or resources to collect.

Also, the accumulated experience of the group is always available to individual firms. Since the personnel at head office have wide operating experience in the field of the group's specialized activities, this is more important than it is in the usual subsidiary-holding company relationship. In practice it has been found that the improved management techniques accruing from this experience can be applied to individual units without undue interference in their daily operations. Most existing managements are only too ready to accept such

advice, and are pleasantly surprised at the results it achieves.

This pattern of responsibility delegated from head office to the local companies is a direct reflection of Philip Henman's views on the apportionment of personal responsibility. Although he has undoubtedly been the guiding genius of Transport Development's fortunes, he has been ably served by a young and vigorous management team. He gets the best from his subordinates because he believes in giving them well defined spheres of responsibility and then letting them get on with the job without interference. "Give men responsibility and automatically they grow in stature."

A measure of Philip Henman's own stature is that he can give his subordinates their heads, and still remain the man to whom they look to shape their company's future.

END

Hanover Has the Edge—continued from page 81

ment but the only new unit was the Computronic which had been brought over specially from America. Also commanding a lot of space and attention was the Remington Rand Univac system.

Of the small calculators the Walther 640 was one of the more interesting. This machine is a printing calculator with automatic multiplication and division and includes a balancing storing register and a memory. It is fast and embodies a number of features which are unusual in a machine of such small size. Siemag and Odhner machines were also well represented but showed nothing exceptionally new other than the re-styling of existing models.

The immense size of this section of the fair, nearly 355,000 sq. ft., prevented any adventurous forays into other industries. But if their

organization is as superbly handled—and I'm sure it is—Hanover can justly claim to be the home of the world's greatest trade fair.

END

Marketing

continued from page 95

panies with the area of a specific library. This will shortly be available from the school for an annual subscription of £30.

Cheap sales policy is so expensive

But if firms ignore easily accessible outside help, they are equally guilty of failing to use their own internal resources effectively. Most companies rely on an internal man or department to select, train and organize the sales force.

But a recent analysis of 1,000 salesmen's time showed that only between 4 and 12 per cent of each man's time is actually spent in selling. Estimates vary between £2,000 and £3,000 per year to keep a salesman on the road. Using 220 working days a year and 12 calls per day as a basis, the actual cost per call can therefore be £1 2s. 9d.

So more care spent in selection, continuous training to increase effective selling time, in directing the sales force, and developing good meeting and conference techniques, seem a sound investment.

On internal costs, the full-time company accountant or the chap who comes in once a month, can be invaluable to any management engaged in querying the profitability of the company's operations.

Most of the figures are available on the company's own premises if management will only use them. Joseph Brown, a director of Sales Audits, poses some solid questions. Are 51 per cent of your customers accounting for 5 per cent of your sales, yet still getting the same level of service in sales calls, clerical time, direct promotional mailings? Your 'customer mix' is wrong and unprofitable accounts should be weeded out.

Similarly, if you market many lines, is a relatively low number accounting for a high proportion of your volume? If so, your 'product mix' is wrong and you should reduce your variety of lines.

Stock, defined as money in its most vulnerable form, must be economically controlled by a four-factor formula: rate of use/present holding/replacement time/safety margin. Breakeven graphs, the hard cold facts of business life, price-volume studies and marginal costing are additional accountancy tools in marketing.

And so, even using only some of these aids, it would appear that profits need no longer be a hopeful residue and that some of the heartache can be taken out of that annual game of wait-and-see.

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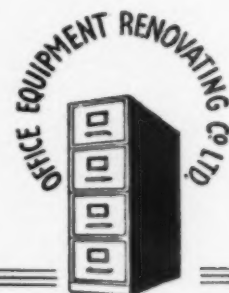
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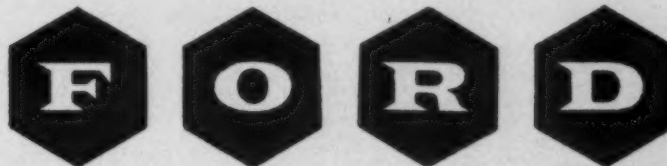
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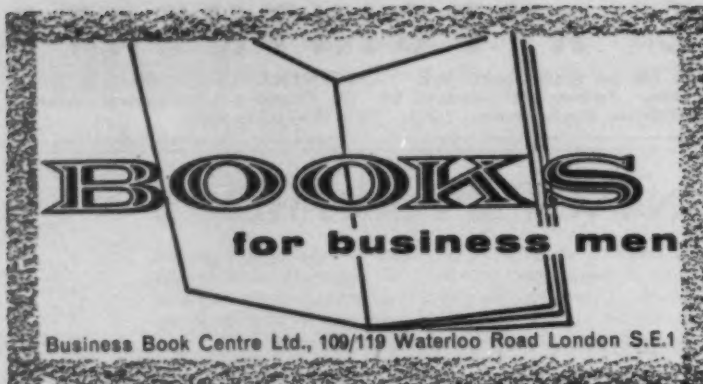
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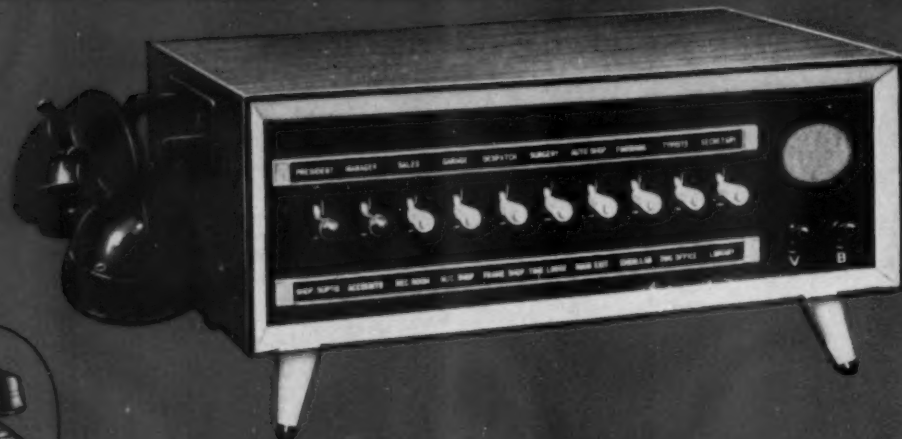


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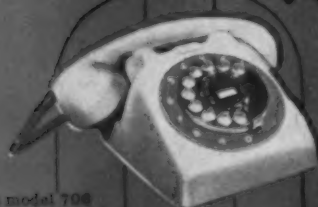


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